



CREATING CIRCULATIONS TO MARKETS

HOW TO MATCH CIRCULATIONS WITH MARKET POTENTIAL

GUIDE IN PICKING ADVERTISING MEDIA IN EACH MARKET

SHOWN BY ARTHUR HURD, J. WALTER THOMPSON CO.

SEE PAGE 92





*Even at 40° below, spending-money is
not frozen in REDBOOK, Minnesota!*

\$95,000,000 is a lot of spending money to have left after paying taxes, but that's how it is in Redbook, Minnesota. And it flows freely, the year 'round, too!

Only a group of young, free-spending families like these would lay \$15,000,000 on the line for food in addition to all the food they produce at home.

Despite their obvious good health and rosy cheeks, their drug store bill

amounts to \$2,000,000 annually—or maybe that's what helps them keep healthy and good looking.

91% of these families own cars and they're anxiously awaiting a chance to buy new ones.

\$69 certainly is a low pro-rata page cost to reach this \$95,000,000 Redbook, Minnesota market — 30,000 free-spending families 12 times a year for \$828. Redbook belongs on your schedule.

**REDBOOK NATIONAL SHOW
HAS A \$4,000,000 BOX-OFFICE!**

Yes sir, that's what the young free-spending families of Redbook pay to make sure of seeing this outstanding array of entertainment every month. You can make it your show, too — 12 times a year in full black and white pages for \$44,100.

**HIT 'EM WHERE
THEY LIVE.
.....IN**

REDBOOK, U.S.A.!

Send for the Redbook State-by-State analysis of family buying power.
Write or phone Redbook, 444 Madison Ave., New York 22, N. Y.



DONALD DUCOMB



Young Philadelphian gets his start in an exciting hobby through the help of Charles J. Love, "The Pigeon Man," of The Evening Bulletin.

Sixteen-year-old Donald DuComb, like many thousands of Philadelphians, first learned about the amazing Homing Pigeon from Charles J. Love, the famous pigeon expert of The Evening Bulletin. Homing Pigeons are used by The Bulletin in emergency for fast delivery of news or film.

Young DuComb now has thirty birds of his own and is breeding for young ones with the intention of setting some new pigeon racing records. He is a frequent visitor to the pigeon loft on the 11th floor of The Bulletin Building.

The Bulletin's Mr. Love, former president of the International Federation of American Homing Pigeon Fanciers, has held audiences from the ages of six to sixty spellbound with his talks and demonstrations. Last year more than seventy-five thousand Philadelphians heard him in schools, churches, clubs—281 different meetings in all.

Here is another extra activity of The Bulletin which brings this newspaper closer to the daily lives of all Philadelphians. Here is another explanation of why The Bulletin is the favorite newspaper of Philadelphians . . . why they trust its editorial content . . . *why they use its advertising columns as their reliable shopping guide.*

★ ★ ★

The Evening Bulletin is Philadelphia's home newspaper. It is read by four out of five Philadelphia families. It has the largest evening circulation in America.

IN PHILADELPHIA—NEARLY EVERYBODY READS THE BULLETIN

DECEMBER 1, 1946

Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

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so does Pappy Cheshire

Like to have a full moon over your radio . . . or a pink cloud on your ceiling? Easy does it. Just tune to *The Frank Sinatra Show* on Wednesday night. Frank has a way with songs that makes the most romantic whim come true. Keeping these dreams shatter-proof is where KNX — CBS in Hollywood — comes in. KNX technicians, with years of network experience behind them, can capture the magic of the subtlest tone or whittle precious seconds down to the precise instant of perfect illusion. A skill less polished would lose the spell Sinatra weaves — from Coast to Coast — for Old Gold Cigarettes.

KNX's carefully planned miracles aren't for network shows alone. Local programs, like *The Pappy Cheshire Show*, get the same pains-taking, pleasure-giving attention.

That's one of the good reasons why thousands of Southern Californians rouse themselves a shade after cockcrow to hear Pappy and his guitar strumming ranch hands. There's a blue-eyed cowgirl, too, with a voice that warms a ballad like a prairie sun. And, of course, there's Pappy Cheshire's chatter, homey as apple butter, but just as persuasive as a chuck wagon's bell when Pappy gets into a commercial for his sponsor, The McMahan Furniture Company.

If you want your sales message carried to Southern California with the same thorough planning and production that KNX gives to network shows, give us — or Radio Sales — a call. We'll show you how it can be done — and quickly, too.



KNX

COLUMBIA OWNED

Los Angeles ★ 50,000 Watts

Represented by Radio Sales, the SPOT Broadcasting Division of CBS

The Human Side

WHAT'S YOUR HOBBY?

No matter what your special extra-curricular interest is—be it photography, home workshops, model planes or boats, amateur radio—you can hop a Madison Square Garden bound cab and lose yourself in a hobby for a few hours. *Mechanix Illustrated*, like many of its brother and sister publications which have been sponsoring everything from barn dances to world-affair forums, (remember the days when magazines were content to provide merely a little reading matter?) is acting as godfather to the show. The magazine's editors tell us that while this is the first National Crafts and Science Show ever to be held, it will be an annual occasion from now on—and they expect it to gather momentum each year until people trek across the continent for it. This year the show will run for a week and is open to any and all comers with 80 cents—the price of a ticket—in their jeans.

We went around the other day, in a driving rain, to see what was happening and to attend the opening. Since New Yorkers are indefatigable stay-at-homes if the sky so much as mists over, we didn't expect a crowd. We were in for a surprise. A line, "in serpent error," stretched completely around the Garden, and men, women, and a procession of little boys with a Priest in tow, were standing in the rain awaiting their turn to pass over the ducats in exchange for a ringside view.

The big attraction of the opening day was Charlie McCarthy, whom *Mechanix Illustrated* had astutely talked (using Bergen as go-between) into opening the show. Before a crowd of more than 10,000, Charlie impishly crowned Joan Smith, a beauteous adolescent, "Hobby Queen."

The show itself runs the length and breadth of the Garden. Dramatic and exciting exhibits (We're copying from the press release.) will keynote the exposition which will feature the newest developments in the mechanical sciences, crafts and hobby fields. Each day will bring a different program. Opening day, for instance, was Radio and Television Day (with exhibits by R.C.A. and Halli-crafters). Next day, Photography Day (with more exhibits, by Eastman Kodak Co., etc.). After that comes Model Railroad Day (Lionel showing). From here on in there will be a special day set aside for such diverse activities as Home Workshop Day, Science Day, Model Airplane Day, Boat and Race Car Day—and even a Ladies' Day. *Mechanix Illustrated* sent invitations to some of the exhibitors; others asked to show. Consequently the exhibitors run the gamut from big names in industry to lads of 15 with unusual hobbies. The box office pays for the rental and services—the magazine assures us it's all a non-profit venture.

Since the *Reader's Digest* has been offering ideas on small businesses for returned veterans there's been a deal of interest around and about, concerning such ventures. One of them will be on exhibit at the show. Two boyhood friends, John F. C. Ackerman and Bill Hin-

richs, both Verona, N. J., lads, who had met again during the war resolved to go into business together when the holocaust was over. In service they met Leonard Treat, also a Jersey product. He decided he'd like to pool his resources and team up with them, too. When Bill was killed in combat, Ackerman stifled his desire to call the whole thing off. Instead he went to Bill's brother, Allan, who pledged his assistance in his brother's name. Their venture, called Hatco (combining the initials of the three principals) produces a craft kit, which they say, is the answer to the prayers of thousands of girls who like shell jewelry but throw up their hands at the high prices of such decorations.

The boys got their idea from Mrs. Ackerman's success in making shell jewelry during the Christmas season. The fact that she earned \$500 during one season was impetus enough. Ackerman got busy and worked out the kit, complete with all the makings for shell baubles. They began their marketing on a mail-order basis, selling the kit for only \$2.50. It contains the necessities for 18 pairs of earrings and three brooches. Bracelets will be added later. With the makings included in the kit, the ladies can make about \$30 worth of jewelry.

The Hatco Kit has been approved for use in the rehabilitation programs of veterans' hospitals. Not only that—it has been accepted at Post Exchanges. Ackerman refuses to take pride in the latter, however.

"If," he says, "an ex-Marine can't sell at a Marine PX, there's something wrong with him."



ANYBODY'S HOBBY . . . queen, that is, Joan Smith.

SALES MANAGEMENT

The Account Executive

As the gent whose neck is always on the block, he wants his advertising to *work* good. In San Francisco, The Call-Bulletin offers him the coverage that's good for his kind of pain in the neck. →

The Space Buyer

There ain't no such animal. And our round-up of caricatures on advertising characters tells you why. →

The Copy Writer

Wants his copy to be a Best Seller. The Call-Bulletin is the Best Seller in the City of San Francisco.

The Rep

Our Rep is the man from Paul Block and Associates, with one billion dollars in his brief case.

The Sales Manager

Here's an eastern exposure of a west-bound Sales Manager. He's looking (westward) to the future. →

The Advertising Manager

His campaign was out of this world. So was his predicament. Until a certain San Francisco newspaper told him how to put wings on his out-of-this-world advertising campaign.

CHARACTERS IN ADVERTISING

Here are six of the eleven characters portrayed in our "Characters In Advertising" booklet. For your free copy, write to The Advertising Dept., The Call-Bulletin, San Francisco, Calif.

The Call-Bulletin
San Francisco's **FRIENDLY** Newspaper

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES

Special Bound Copies of the **1946** **SURVEY** **OF** **BUYING POWER**

We now have available a limited number of specially bound copies of Sales Management's May 10, 1946 issue — the 17th Annual SURVEY OF BUYING POWER.

Each of these copies is bound in a durable and attractive green stiff cloth cover, capable of standing the intense, year-round usage this issue so often receives.

The name and date of the issue is neatly and permanently stamped in gold on the front and on the backbone of the stiff cover.

You are urged to order your copy promptly, since only a small quantity is available and once this supply is exhausted, no more bound editions of the SURVEY can be obtained. Price—\$3.50 each.

Sales **MANAGEMENT**

386 Fourth Avenue, New York 16, N. Y.

Anyway, Ackerman and his products, together with several baker's dozen other ventures and exhibits are packing them in at the Garden. Step right up—you're next.

SERVICE A LA RAILS

Regardless of your *social* station, during the war to reach the railroad station of your destination, (provided you traveled any distance on a train) you stood in line to get your meals. And when you sat down, footsore and weary, you were hurried through your vitamins, and the service wasn't exactly from the Ritz. The miracle was that you got any food at all, considering that you were probably one of 500 people who managed to cram their way into the diner demanding, and getting food. The railroads were hard-put, and no matter how many times the battle cry "ce la guerre" was sounded, there were people who vowed that "when this thing is over" they'd never set foot on a diner again. What's more the railroads know it.

The Pennsylvania, for instance, was actively concerned to the point of doing something about your aversion to rail-dining. If they can persuade you to hold your ire long enough to give them another chance they believe you'll revert to your pre-war state of mind where their dining cars are concerned.

The Pennsy announces that every steward, chef, cook and waiter is being put through intensive Refresher Courses. During these classes all crews are being given no-corners where service, stressing courtesy, tact, deference and alacrity are concerned. Waiters are being oriented into the all but lost art of deft and correct service. Its going to be, says the Pennsy, a case of "put up, or shut up," as far as its staffs are concerned.

But the re-training of its dining car employees isn't even a beginning of its program. The road has just placed its order for 16 twin-unit dining cars—the last word in efficiency, comfort and beauty.

New menus, tested and proved, have been prepared and it's just a question of months now till queueing up for chow will be a thing of the past. In other words—the Pennsy wants you to get your legs under one of its snowy tablecloths and let them open your eyes to what dining with them can be!



THE NEW DEAL . . . No longer do they ask, "What's yours, Bub?"

SALES MANAGEMENT



NEWS REEL

SCHENLEY DISTILLERS CORPORATION: William Bijur (left) has been placed in the newly created post of advertising director of all domestic whiskey brands of the Schenley Distillers Corp., while Frank Johnson (right) has been named brand advertising manager of the Schenley Reserve Brand.



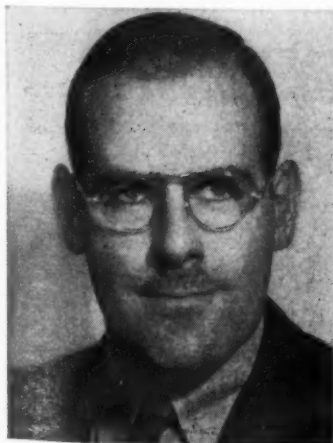
JAMES J. NANCE is elected executive vice-president and a director of the Edison General Electric (Hotpoint) Appliance Company.



EDWARD F. SHIEL is appointed general sales manager of Alexander Smith and Sons Carpet Company and of C. H. Masland and Sons.



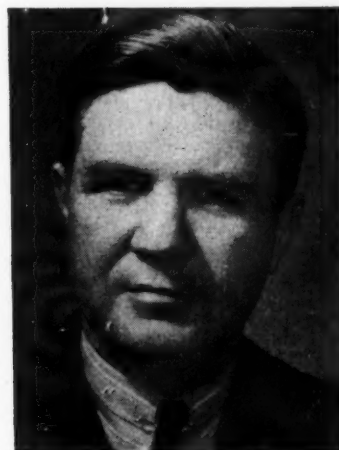
ELMER C. DVORAK, in charge of sales and advertising of the Rittenhouse Company, Inc., becomes vice-president and board member.



RADCLIFFE L. ROMEYN named factory manager, Philco Corp., to represent its export organization, Philco International Corporation.



PAUL F. TEVIS, eastern sales manager of College Inn Food Products Co., is promoted to vice-president in charge of sales.



MARTIN WILKINSON has been appointed sales manager of The Firth Carpet Co. by Harold E. Wadely, president of the company.

get a **score card**

of all the action in St. Louis' Grocery Store Market

Package Laundry Soap
Bar Laundry Soap
Cake Flour
Dehydrated Soup
Chili Con Carne
Cleasers
Water Softeners
Bleaches
All Purpose Flour
Pancake Flour
Prepared Flour Mixes
Toilet Soap
Coffee
Instant Coffee
Dry Dog Food
Ready-to-Eat Cereals
Hot Cereals
Shortening
Margarine—Butter—Lard
Evaporated Milk
Peanut Butter
Baby Food
Baby Cereal Food
Catsup and Chili Sauce
Canned Soup
Desserts
Spiced Luncheon Meat



In St. Louis, GLOBE-DEMOCRAT advertisers always know the score in the grocery-store market. As a *plus* service to its advertisers, the GLOBE-DEMOCRAT tabulates the monthly sales and inventories of 450 products in 27 grocery store classifications.

This black-and-white report clearly shows who's leading the league in price, packaging, merchandising and advertising.

Whether your grocery product is a veteran or a rookie, GLOBE-DEMOCRAT advertising and this remarkable GLOBE-DEMOCRAT audit can help raise your batting average. Why not write for complete information?

...and did you know that more than half of the St. Louis Market is outside the City Limits? That means you really have to "get around" in the St. Louis area. And you can. Just come along in the St. Louis Globe-Democrat ... it's the city's only daily that ~~can~~ claims to cover successfully the surrounding area ... 87 rich counties in Eastern Missouri and Southern Illinois.

St. Louis Globe-Democrat

THIS IS NEW YORK



To span the mighty Hudson . . . dream of engineers for 60 years. Today the magnificent \$60,000,000 George Washington Bridge is a main thoroughfare for two states. Over 9 million vehicles cross its 3,500-foot river span each year. Two lofty towers containing 43,070 tons of steelwork stand 600 feet above the water; beauty and strength are combined in high sweeping cables with their 105,000 miles of steel wire, enough to circle the earth four times at the equator.

ONE EVENING PAPER IS THE FAVORITE OF NEW YORK'S HOME-GOING MILLIONS

Blueprint your sales-program in the world's largest, richest market, where one evening newspaper offers you dominant, home-going coverage with circulation among more than 650,000 families. The Journal-American's saturating home coverage is 96% concentrated in the populous consumer areas of metropolitan, suburban and commuting New York, the vital areas on which sales-success is dependent.

NEW YORK JOURNAL-AMERICAN

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

You need newspapers to sell New York

Mr. Sales Manager—

HOW WOULD YOU LIKE...



**AN EXTRA HEAD
ON YOUR SHOULDERS??**

YOU MAY RENT this unusual 25-year executive experience and use it as a confidential part of your own organization:

General Manager
General Sales Manager
Public Relations Director
Sales Training Director
Advertising Director
Advertising Agency Owner

Nationally known public speaker; author of eight books; magazine writer; educator and lecturer.

COUNSEL in all phases of Distribution . . . Sales, Merchandising, Advertising, Sales Promotion, Sales Training, Public Relations . . . on Wholesale, Retail, Manufacturing, and Mail Order levels.

On what subjects would you like help? *Use this Check List:*

- * National Sales Operations
- * Departmental Organization
- * Sales and Market Research
- * Middle Management Training
- * Dealer-Distributor Service
- * Recruiting of Salesmen
- * Selection of Salesmen
- * Salesmen's Equipment
- * Sales Stimulation
- * Sales Letters & Bulletins
- * Reports and Forms
- * Sales Manuals
- * Sales Training Courses
- * Retraining and Refreshing
- * Presentations & Portfolios
- * Catalog Modernization
- * Sales Meetings and Clinics
- * Public Speaking Hints
- * How To Use Direct Mail
- * How To Use Advertising and Sales Promotion
- * Public Relations for Employees, Distributors, Dealers, and Consumers.

Write or telephone . . .

HARRY SIMMONS

Sales Consultant

Hotel Beacon, 2130 Broadway
New York 23, N. Y.

(Telephone: TRafalgar 7-2500)



BY T. HARRY THOMPSON

There's been such a rash of it, I've been calling Philadelphia: "The City of Burglarly Love."

One of the boys picked up for breaking into my house is 15 years old, with a record going back to the age of 9. The other boy was 19. Maybe the book should have been called: "Generation of Swipers."

If it hasn't already been used by some watchmaker, Louise Surgison offers: "There's no present like the time."

NIT—"You say he's an Anglo-
phile?"

WIT—"Yeah; he even spells it
'sailour'."

Bowman Gum Company's house-organ, *Blony Jr.*, has a kid asking why his old man always signs the report-card with an "X" instead of writing his name. Pop says he doesn't want the boy's teacher to think that anybody who can read and write would have a son that dumb.

Whether you're a Chicagoan or not, I think you might like a copy of "Wild Onion" had become 'Chicago.' A nice history of the middle 1850's, illustrated with nostalgic woodcuts. Write Armstrong Paint & Varnish Works, 1330 So. Kilbourn Ave., Chicago 23.

Another booklet you may like is: "How to Play Atomic-Bomb Poker, alias Scotch Rummy." Write Frank L. Gaines, The Barnes-Ross Company, 19 to 25 N. Alabama St., Indianapolis, Ind.

Farmers say mellification is a profitable side-line. (Look it up; where do you think I got it?)

Add similes: "As dirty as a day-coach window." . . . "As aggressive as a shoe-shine boy."

Slogan for Florsheim Shoes: "The last that's first."

It's a wonder they haven't named one of those underwater pens "Mermaid."

HEADLINE PARADE

For the cold folks at home.—*Weldon Pajamas.*

Southern Accent on Flavor!—*Meadors' Peanut-Butter.*

And suddenly you're younger.—*Gold Cross Shoes.*

How are you at kissing babies?—*The Philadelphia "Evening Bulletin."*

Sip-ly Delicious!—*Horn & Hardart Hot Chocolate.*

Bring home a Broadway show!—*Decca Records.*

A wedding-dress went into his electric motor.—*SKF Industries.*

She'll use it a wifetime!—*Homemakers' Scrapbook.*

Sunday weather for a Blue Monday.—*Worthington Air-Conditioning.*

The newspaper nobody wanted.—*Bank of the Manhattan Company.*

Latest promotional premium beamed to food-advertisers by *The American Magazine* is a "Menu and Marketing-List," neatly encased in lip-red leather and containing a gilded pencil in a handy sheath. First paragraph of the fly-leaf reads: "This Menu and Marketing-List will serve as a reminder that, when cooking-up advertising schedules, picking *The American Magazine* is no half-baked idea." "Seasoned advertisers" . . . "sales-curve boils down" furnish a variation on theme.

NIT—"Why didn't she get a part in the chiller-diller movie?"

WIT—"She couldn't pass her scream-test."

Professional firemen have a saying that "a good house" is one that you can get out of. I'd like to add: "And one that others can't break into."

Dick Dickson quotes Nabisco as saying that it pays to please the Mama Market. Dick says it pays to please Mama—*period!* He also tells me about the teetotaler who refused a slice of rum-flavored fruitcake with: "No, thank you, I gotta drive home."

Honest Woman Dep't: "Middle-aged white woman, not too intelligent, wants position. 5 days week. K-415 Bulletin."

SALES MANAGEMENT



Why The Chronicle is Houston's Leading Newspaper

HERE ARE A FEW GOOD REASONS . . . at your fingertips



Greater Local News Coverage

Local news interests have a priority in the columns of Houston's favorite newspaper. Even the exciting new Sunday rotogravure magazine is locally written, locally edited. News events in and around Houston are covered by The Chronicle's staff of 65 reporters who provide Chronicle readers with the largest local coverage of any Houston newspaper.



Outstanding Editorials

Thought-provoking, persuasive editorials — on such projects as the \$55,250,000 Houston city bond issue, the \$100,000,000 Texas Medical Center (by far greatest west of the Mississippi), and the airport expansion program which will make Houston one of America's foremost aviation centers — have helped develop Chronicle reader response and confidence to a new high in the South's largest market.



More of Interest to Women

Houston brides have a way of submitting their *best* wedding photograph to The Chronicle. That's because brides (and women in general) aspire to be seen and read about in The Chronicle more than any other Houston paper. In the aggregate — society, fashions and special features — The Chronicle publishes more news of interest to women than any other Houston newspaper.



More Columns and Features

Diversity of top-flight columns and features, as well as factual, comprehensive news coverage, help make The Chronicle Houston's leading newspaper. The Chronicle — daily and Sunday — publishes more nationally syndicated and locally written features than any other Houston paper . . . still another proof of The Chronicle's leadership and readership in this major market.

The Houston Chronicle

R. W. McCARTHY
National Advertising Manager
THE BRANHAM COMPANY
National Representatives



The Houston Market is sold
when your story is told
. . . in The Chronicle



**19,400 now
GUARANTEED!**

SYNDICATE STORE
MERCHANDISER
LARGEST AUDITED CIRCULATION IN THE VARIETY STORE FIELD

EFFECTIVE CIRCULATION...19,400

Managers . . . Executives . . . Assistants! The "Merchandiser" reaches them all—100%—in every store and buying office of every *worthwhile* Variety Syndicate and Independent in the U. S. and Canada. More than 19,400 men and women who control the buying, ordering and promotion of merchandise sold through this nearly two billion dollar market read the "Merchandiser" each month.

We'll be glad to furnish helpful information about the Variety Syndicate Store Market, the "Merchandiser" or both. Just check off and mail the coupon.

**"SHOOT FOR THE SIDE POCKET"
OF EVERY
VARIETY STORE MANAGER**

SYNDICATE STORE
MERCHANDISER

79 Madison Ave., New York 16, N. Y.

To: Headquarters for Variety Store Market Data
Syndicate Store Merchandiser, 79 Madison Ave., New York 16, N. Y.

Gentlemen: Please send me:

- ☐ "6-Point Fact Folder" describing the Variety Syndicate Store Market and the Syndicate Store Merchandiser.
☐ "The Variety Market"—Geographical Reference Guide and Circulation Analysis.
☐ Information about the "Syndicate Store Merchandiser Directory of the Variety Market."

NAME _____ COMPANY _____

STATE _____ CITY _____ ZONE _____ STATE _____

Awhile back, when Wally Windsor was robbed on a visit to England, Lowell Thomas said the Duchess was at tea when it happened. It reminded me of one of the few printable limericks I could ever remember:

I sat by the duchess at tea,
Embarrassed as I could be.
Her rumblings abdominal
Were something phenomenal,
And everyone thought it was me.

Another thing Tessie O'Paque says she's anxious to try is some of that Kremlin shampoo.

After writing the preceding paragraph, Jimmy Durante said something very similar on the Rexall show. Great noses point in the same direction.

Add similes: "As cagey as a blind ad."

"Mansion Prepared for Molotov Here."—Headline. Communism with a capitalistic touch.

Would you call Gypsy Rose Lee's understudy a "stripling"?

In "HOSPITALITY" for October, Orville Reed had this jingle, which he calls: "Death In The Evening". . .

Bloody deeds are nightly fare
As network mayhem fills the air.
And gory skits by action word or
Sound-effects depict cold murder.
And gangsters meet their fitting
dooms

While talk engulfs our living-rooms.
Lengthy plugs are used to tell
Us what the sponsors have to sell.
With fulsome fact and out of breath,
Quite apropos of sudden death,
Announcers do their level best
To kill off all our interest.

From *Chain Store Age*, by way of *Holiday Highlights*, I learn that fish-bait is now available in tubes and can be applied directly to the hook. No more digging, buying, or handling worms or other live bait.

I sent this suggested twist to *Collier's* for a possible cartoon: Man in clerical collar just catching last coach of local rattler: Caption: "Good Boy Makes Local."

There ought to be room for a Venezuelan Ripley and a feature called: "Bolivar or Not." (For the benefit of my non-Spanish friends, that's pronounced: "Bo-LEEV-ar.")

SALES MANAGEMENT



Mr. and Mrs. Denver ARE WORTH CULTIVATING

Yes, indeed, people with something to sell will be vitally interested in Average Mr. and Mrs. Denver, Colorado. Here's what they mean to advertisers in terms of market stability and buying power:

Average Mr. and Mrs. Denver...

HAVE AN EFFECTIVE BUYING INCOME OF \$4,528*!

(United States average is \$3,613*.)

OWN AND FURNISH THEIR OWN HOME!

(Denver's Home Ownership is 38.4% compared with Boston 20.9%, Chicago 24.3%, and Kansas City 30.9%.)

ARE INTELLIGENT, SELECTIVE BUYERS!

(Mr. and Mrs. Denver have 25% more education than the average United States citizen.)

**AND THEY BOTH
READ THE DENVER POST**

(The Denver Post covers 100% the estimated 115,000 families in Denver in 1946.)

* Copr. 1946, Sales Management Survey of Buying Power; further reproduction not licensed.

Editor and Publisher
PALMER HOYT

**THE
DENVER POST**

Represented Nationally by
PAUL BLOCK AND ASSOCIATES

The Voice of the Rocky Mountain Empire

**AVERAGE NET PAID CIRCULATION
FOR 6 MONTHS ENDING SEPT. 30, 1946**

DAILY	194,099
SUNDAY	318,971
ROTO MAGAZINES & COMICS	351,147

East Idaho Can Buy It!

Whether You Sell

Cereals, coffee, tea,
washing powder, gas
or oil you can find
a ready market
for it in East Idaho

Diversified Irrigated

Farms produce most
of East Idaho's
\$70,735,000 Effective
Buying Income

Tap This Wealth Through

The Post-Register

Idaho Falls, Idaho

Represented Nationally by

WARD-GRIFFITH CO.

New York • Chicago • Detroit • San Francisco

Resultful

Direct Advertising

Planned, Created and Produced

by

D. H. AHREND CO.

has won

12 16 21

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WASHINGTON BULLETIN BOARD

Still Some Credit Controls

In the final shakeup, what remains of Regulation W controls?

There are no controls over any item selling for less than \$50. Controls are limited to installment sales of major durable goods items: mechanical refrigerators, cooking stoves and ranges, washing machines, ironers, dishwashers, air conditioners, radios and phonographs, sewing machines and vacuum cleaners. On these a one-third down payment and completion of all payments within 15 months are required. The same rules remain for automobiles. For furniture and soft-surface floor coverings, the requirement of a 20% down payment was continued. Credit controls are removed entirely from charge accounts. All changes are effective December 1.

Federal Reserve Board Chairman Marriner S. Eccles plans to ask Congress in January to approve permanent control of the major durables "in the interest of economic stability."

Set Your Own Bonus

What is the effect on sales bonuses of the relinquishment of wage controls?

Some recent court decisions and interpretative rulings to the effect that Christmas or year-end bonuses, or any other type of bonus, would have to be continued have caused considerable confusion. All such rulings are superseded by withdrawal of the wage stabilization controls. Your company's bonus policy can now be whatever you choose to make it.

On-the-Job Training

Is it still possible to hire and train new sales forces under the Veterans retraining program?

Yes. The procedures are the same as in the past, but the Government is applying stricter screening to all proposals. You will find a good guide in a small booklet title "Recommended Minimum Criteria for Approval of Establishments Offering

On-the-Job Training for Veterans."

It is available upon request to Retraining and Reemployment Administration, Federal Trade Commission Bldg., Washington 25, D. C.

Boom on the Farm

Will the Government encourage more farm production in 1947?

Farm production and prices have long been considered a barometer to future production and markets for all other products. Therefore, the agricultural situation is receiving special attention at this time.

Secretary of Agriculture Anderson has called for a record farm production goal for 1947 exceeding the present year's record. He has also recommended cattle and hog supplies which would provide about 155 pounds of meat per person in 1947 compared with 140 to 145 this year.

Agriculture Dept. backs this up by stating that the Nation is virtually assured of the largest output of crops in history.

The new Congress is not expected to enact any new legislation for farmers or interfere basically with present plans for Government encouragement and aid to agriculture. Meanwhile, the Government support plan remains in effect for two calendar years after the war is declared officially ended.

RR Rate Increases

Is there any forecast available on the effect upon distribution costs of the proposed rail rate increases?

Robert S. Henry, assistant to the president of the Association of American Railroads, claims that the rate increases sought by the railroads would add less than one per cent to wholesale costs. Washington observers feel that the ICC will grant the railroads at least a 15% increase.

Sales organizations depending heavily upon airline travel should figure another increased item of expense in next year's budget. All of the major airlines expect to ask for and get a substantial increase in pas-

SALES MANAGEMENT



"WINNERS

invariably have speed . . .
precision . . . and skill"
. . . says Robert Gair

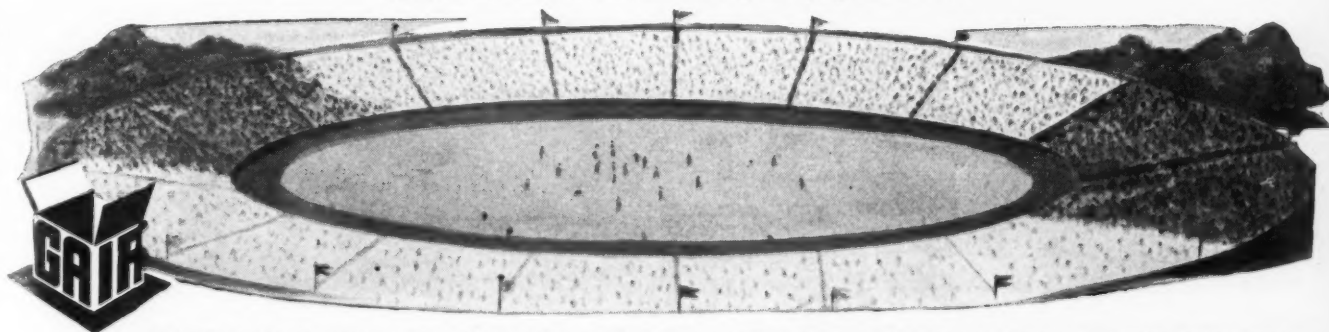
High speed packaging machinery must have the uniform precision of a "tailor made" carton...folding cartons that embody the technical skill and "know-how" so consistently

displayed by ROBERT GAIR over a period of more than eighty years.

GAIRanteed cartons are consistently WINNERS in fields of keenest competition.

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Write for 22-page descriptive brochure, featuring 28 photographs of POST-WAR automatic packaging machines.



ROBERT GAIR COMPANY, INC., NEW YORK — TORONTO • PAPERBOARD — FOLDING CARTONS — SHIPPING CONTAINERS

DECEMBER 1, 1946



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Want to start something . . . in your direction?

Want to sell an idea or a product to men who are natural-born "salesmen" to others—who "rave" about things they like—who are in a position to spread the good word?

Then reach the readers of *The Rotarian* . . . and you reach their towns.

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They've got what it takes to buy what you sell. Facts and figures to prove it are contained in our latest survey. We'll gladly send you a copy . . . no obligation.

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THE

Rotarian



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senger fare rates in the near future.

On the general question of distribution, a 32-page report issued by the Chamber of Commerce of the U. S. under the heading "Distribution Costs in Expanding Markets" has some interesting analyses. It is available from the Chamber's Domestic Distribution Department, Washington, D. C., for five cents.

Surplus Goods Prices

Will war surplus goods have a price advantage on the open market since the end of OPA?

War Assets Administrator Robert M. Littlejohn has announced that he will maintain the price schedules which were in effect prior to the President's decontrol order. However, there is no ceiling on what buyers may charge in re-sales. This profit incentive is being counted on by the Government to help clean our surpluses sooner. Mr. Littlejohn has ordered a drive to sell at least 75% of present surplus inventories by the end of January.

The Drop in Taxes

How soon can taxes be expected to drop?

Look for considerable backing and filling on the income tax program. Even now, though a 20% reduction has been widely announced, important members of Congress are beginning to question it.

However, it seems almost certain that there will be a cut in excise taxes which will affect sales. Probably nothing can be effected until July 1.

At that time, new excise taxes would be reduced practically all the way down the line. Among the changes proposed are: luggage from 20% to 10%; furs, 20% to 10%; jewelry 20% to 10%; light bulbs 20% to 5%. So far, no indication has been given of a cut on toilet preparations.

Income Soars

What is the revised forecast on the national income for 1946?

Government prognosticators now say that individual incomes this fiscal year may top \$165 billion instead of the \$130 billion forecast by the Budget Bureau for 1947.

Consumer incomes in April, May, and June were at an annual rate of \$161 billion, the highest since the second quarter of 1945, when they reached \$163 billion.

SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by an editor of SALES MANAGEMENT for the fortnight ending December 1, 1946

ECONOMIC FORCES ARE LIKE WHAT?

Bill Donald, Managing Director of the National Electrical Manufacturers Association, tossed off this nifty at a recent Washington meeting:

"Economic trends are like pregnancy; the forces are at work for some time before they show up in the figures."

So now do you understand why prognosticators-of-things-to-come in the economic world are inclined to give themselves some latitude on the precise timing?

For example, one of the best men in this field recently went on record that there would be a sharply declining phase of American business and that the probabilities are approximately as follows:

1. Very unlikely in the first quarter
2. Possible in the second quarter
3. Quite probable in the third quarter
4. Almost certain in the fourth quarter

He emphasizes that the extent of the coming decline will be less than in 1920-21 and will bear no comparison whatsoever with the major depression of 1929-32, but that any decline involving a general downward readjustment of wholesale prices is bound to create serious problems and cause some losses.

THIS-ISN'T-NEWS DEPT.

Your editor has studied very carefully the program for the "51st Annual Congress of American Industry," which is another name for the annual convention of the National Association of Manufacturers. It will be held in New York's Waldorf-Astoria, December 4 to 6.

But a first, second and third reading does not reveal a single session at which there will be any discussion of the country's distribution problem. After a year's brief honeymoon with a distribution committee the N.A.M. has gone back to its old formula of not admitting that there is such a function—or call it problem or potential—as distribution. Restrictive laws, Government spending, the labor problem, and the broad economic future take up all of N.A.M.'s time.

If they kill off all restrictive legislation, if taxes are reduced, if they arrive at a sweetness-and-light arrangement with labor, if they then turn out all of the goods their expanded factories can produce—if all that happens, as well it might—do they still believe in the Elbert Hubbardism that customers will beat a path to their doors?

As I believe I pointed out once before, the N.A.M. either believes the sales function is relatively unimportant or it pays sales executives the high praise of believing that they are so capable of handling sales that this end of the manufacturing business needs no special attention from high up.

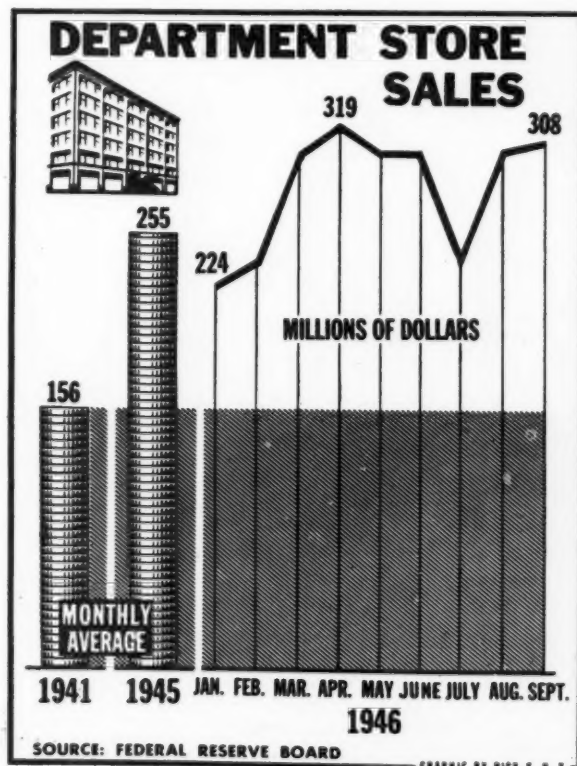
DECEMBER 1, 1946

HOW TO WASTE TIME

Needling members of the New York Sales Executives Club in his talk before their November 12 luncheon, Edgar Kobak, President of the Mutual Broadcasting System, probed some of the sorest facets of today's sales front. His avowed purpose: the reconversion of stuffed shirt starch into active, intelligent selling power. One spot pricked by Mr. Kobak's lancet seems especially vulnerable these days. "Are you wasting time with friendly accounts?" he asked.

The salesman, the sales manager, the entire sales force, can so easily rationalize this activity: holding the account; rendering service; a public relations job; keeping up good contacts; always the possibility of increasing an order, etc., etc. Very pleasant work it is, too, visiting friendly clients and customers, but if the business is going to grow, most of the increase will come by developing new customers. Especially is it important to develop enough of them to replace the old ones who drop out for one reason or another. Also, the cutting edge of the sales force grows dull without the challenge of biting into new accounts.

Businesses which, during the war, took orders from, rather than sold to, their customers—and usually just one, the Government—must tool up their sales forces to go after new business. The old berry patch on the sunny hillside is pretty well picked over. While a pleasant place to spend an afternoon, it won't grow new berries any faster. Down by the swamps, in tough, be-jagged



tangles, the high bushes are dripping with rich, ripe fruit. A competitor probably will be busting in there tomorrow morning. That's the gist of Mr. Kobak's warning.

TRENDS IN THE FOOD INDUSTRY

Art Nielsen of the A. C. Nielsen Co. made his ninth annual appearance at the recent convention of the Grocery Manufacturers of America and reported on trends as measured by his organization's index.

Chain stores are regaining the position they lost to small stores during the war years. As against a 21% increase in dollar volume for all stores, 1946 over 1945, corporate chains have gained 31% . . . the number of food stores stocking drug items has increased 8% during the past two years, and 27% of food stores have increased their drug stocks during this interval.

Grocers are becoming increasingly important as retail outlets for drugs, small hardware, cosmetics, toys, magazines, wines and liquors . . . coffee consumption is now 30 to 40% above pre-war levels despite an ever increasing price trend. It had been thought that coffee sales were rising during the war because of a great amount of nervous tension on the part of civilians, but the rate of gain has been materially stepped-up since the end of the war.

Dehydrated foods have jumped ahead to the point that 10 times more tonnage of fresh vegetables is now dehydrated than quick frozen . . . but the frozen food people are doing alright by themselves and the demand is now 40% above last year. Twenty percent of all food stores now have deep freeze units . . . soluble coffee is having one of the most spectacular increases in the food industry . . . the volume of fruit and vegetable juices now being moved is more than three times greater than during the 1935-39 period.

The sales of spiced meat did *not* disappear when our fighting men returned from the war. The Nielsen figures suggest that the very first thing the GI does after returning home and kissing his wife is to rush out and buy a package of Spam!

MAN'S (AND WOMAN'S) GREATEST INTEREST

A pen salesman in one of New York's biggest stores tells me that at least 97 out of every 100 people who try out a fountain pen sign their names. The reason, of course, is obvious. "Man's main interest in life," so says Dr. Ernest Dichter, "—the one subject that never bores him—is HIMSELF."

There's nothing particularly new or startling in the above but, nevertheless, we are all inclined to forget it at times when we are selling either in person or by mail or in advertising. Because we are interested in ourselves and our own product or services, we fall prey to the mistake of stressing the "we" element, whereas, we know perfectly well that the big word in selling should be YOU.

SIGNIFICANT SHORTS

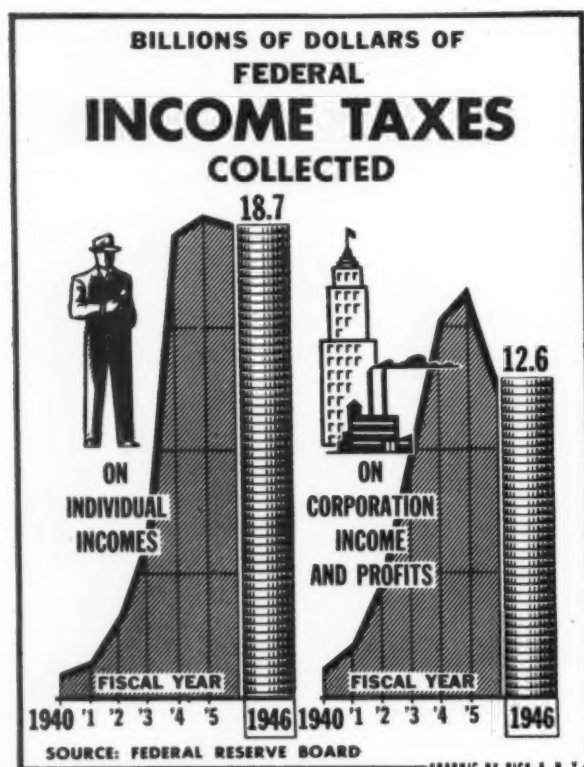
As Others See Us: E. Beddington Behrens, Chairman of Fisher & Ludlow, Ltd., London electrical manufacturers, after a personal study of American conditions, says that he does not believe that the recent period of "profitless prosperity" means that the U. S. is entering a period of depression. "I believe the U. S. is suffering a temporary setback owing to her inexperience in dealing with the demands of labor, and in knowing how to adapt wartime controls to peacetime needs . . . the worst that might happen is a setback of around another 10% below the recent in the stock and commodity markets, and after a period of comparative stability, this would give way to a gradual rise within a year."

Interstate Trade Barriers: Two advertisers in *The New York Times* Sunday magazine section are advertising packages of citrus fruit as Christmas presents. Both are forced to say "these gifts cannot be shipped to the Rio Grande Valley of South Texas, California, or Arizona," and yet this is supposed to be a free and united nation, and not a confederation of Balkan states.

Bits and Pieces: Airmail business jumped 40.6% during the first full month under the new five-cent rate. The San Francisco regional office showed the biggest gain, 82.7% . . . you can get a reservation for Europe in either first or cabin class on the America for December, on the Queen Elizabeth for January, but if you want to go tourist you will have to wait until March . . . one advertising medium with a sharply rising circulation is the Lionel Corp. model trains. Such brands as Sun Oil, Remington-Rand, Rival dog food and Fleers bubble gum pay to have their names on the cars, stations and platforms of the Lionel Kits. Sales for this year will be triple pre-war . . . even in electrical appliances buyers see signs that make them wary. A Seattle store reports that in filling six-months-old orders for washing machines, 40% of the customers won't buy now. Half of his vacuum cleaner buyers have vanished from the market. On the electric range list, four months old, only one out of 15 is still in the market.

PHILIP SALISBURY

SALES MANAGEMENT



Two-Way World Trade— Will It Be a Dream or a Reality?

BY WARREN S. LOCKWOOD

As told to A. B. Ecke

IS CHEAP FOREIGN LABOR A MENACE?

CHEAP FOREIGN LABOR



HE GETS \$1.00 A DAY



HE PRODUCES 100 NAILS A DAY

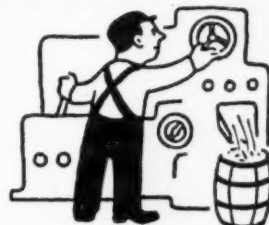


HIS PRICE WOULD BE HIGH

OUR LABOR



HE GETS \$10.00 A DAY



HE PRODUCES 100,000 NAILS A DAY



AND HE CAN SELL THEM CHEAPER

GRAPHIC ASSOCIATES FOR PUBLIC AFFAIRS COMMITTEE, INC.

This nation faces a world filled with potential buyers for American goods. The decision as to whether these potential buyers will be translated into real customers rests in a large measure with us.

Does management fully understand how much it is to its individual and world-wide interests to develop a program that will make the dream come true?

To enable us to formulate a decisive answer, let us re-examine our attitude toward foreign trade, especially toward imports and foreign investments.

An underlying prejudice has always been that high tariff walls must be retained because otherwise increased imports would inevitably destroy American industries, deprive Americans of jobs, "undermine American labor Standards," and provide competition which high-wage-paying American industry could not meet. Also it is claimed by some that our foreign loans create competition from abroad. It is argued that if we equip other nations with industrial facilities they will no longer need

to buy United States manufactures.

The allegation that American industry is unable to compete today with foreign production and labor costs does not hold under examination. The reason for the exceptional concentration of world demand upon American goods lies in their relative excellence and low cost. Our plants are in general technically modern and well equipped. American labor is skilled and, with its modern equipment, can produce vastly more than foreign labor in the same time. This productivity which gives higher wages to American labor, is frequently an asset in world competition rather than a liability. Many American manufacturing industries can operate at lower costs than their foreign competitors because mass production and marketing opportunities permit the reduction of overhead costs to a minimum.

In order to further clarify this thinking we can state, "True, American labor is better paid than anywhere else, but American labor has been more than worth the difference." *The London Spectator* in an article

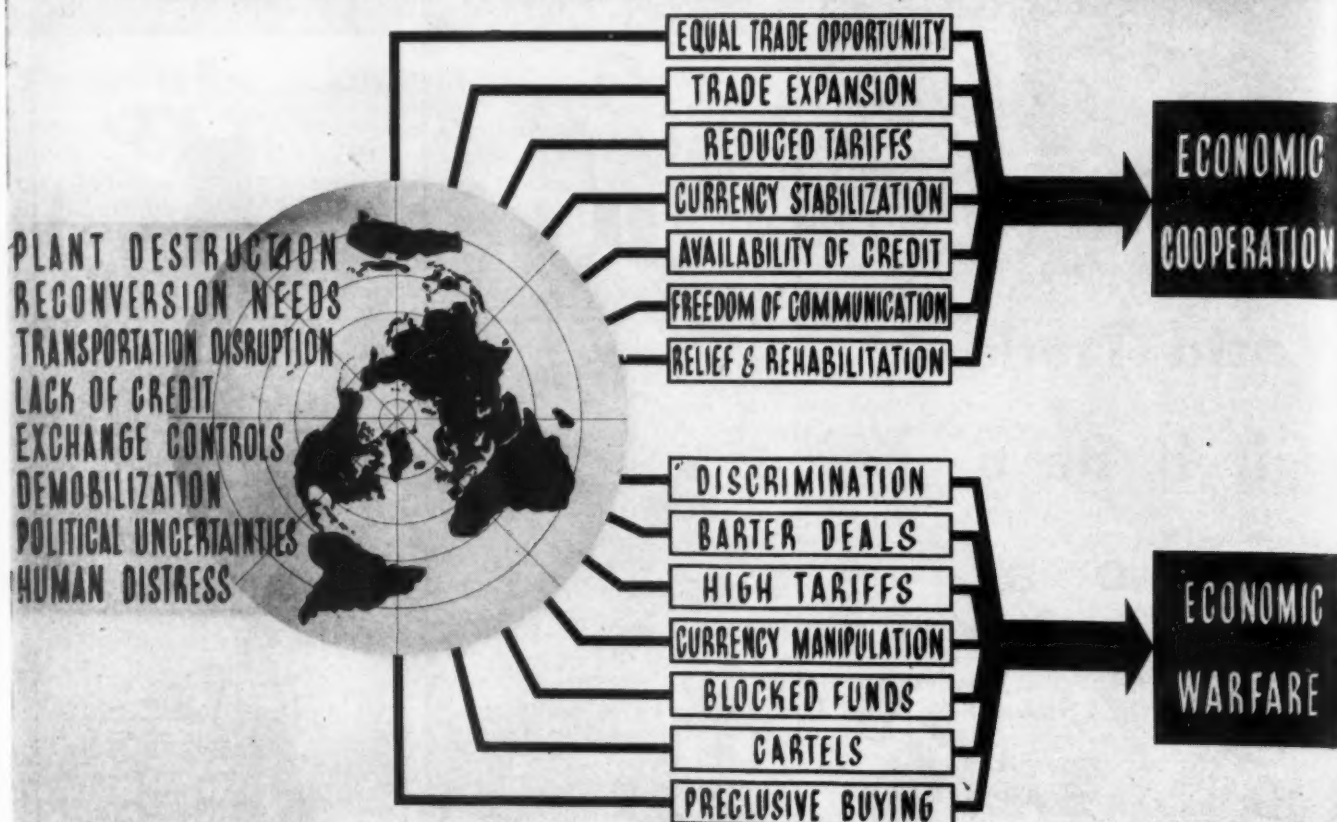
in its March 9, 1945, issue supports this statement with these facts:

"Where our workers in Britain produced 100 units of coal, the American worker produced 263. In blast furnaces the American figure was 361 to Britain's 100; in iron and steel products, 400; in motor cars, 419, in radio sets, 482. In not a single case among the 25 important trades studied was the American output as low as the British."

People often talk of cheap coolie labor in the Orient, but it might be worth remembering that there were plenty of coolies in Assam who could have built the Ledo Road. The men who built it were not coolies. They were Americans.

Another illustration of so-called cheap coolie labor is what is taking place in India today. The Indian wage scale ranges from about 30 cents to 60 cents per day. In spite of such low wages, mechanization of the textile industry is taking place in India today. The textile mills are taking the place of hand operations in textile weaving. The conclusion to be drawn from this is that mechanization will

ALTERNATIVES IN WORLD TRADE POLICY



PRESENT WORLD TRADE SITUATION AND THE CHOICES WE FACE: Similar to that at the end of the last war but much more critical. Dominant factor is shortage of commodities arising from reconversion and reconstruction demands. What will be our answer to potential buyers of American goods?

eventually supplant hand operations and lower unit costs. This shows that so-called cheap labor is not cheap. The chart shown here pictorially illustrates this principle.

Experience has shown that industrialization of a country shifts the emphasis on its import needs from manufactured goods to raw materials. But, at the same time, total foreign trade keeps in step with greater economic activity. In absolute terms, imports of manufactures as well as imports of raw materials tend to increase. This is caused by a higher standard of living developed by industrialization.

The history of our trade and financial relations with other countries lends no support to the fear that industrialization and increased productive capacity abroad will destroy our foreign markets. The United States is the classic example of a nation developed by foreign capital. The result was not only a great and rapid expansion of our ability to buy the manufactured goods of our former creditors but the creation of a new market for the goods of the world. Economic development creates better customers because it increases income

THE MAN ON THE COVER

Warren S. Lockwood is a foreign trade consultant who in September was appointed vice-president in charge of Overseas Activities for the World Trade Foundation, Inc. In this capacity he left immediately for London to gather for the Foundation first hand reports of the October 15 London World Trade Conference.

From 1929 to 1938 Mr. Lockwood was in the trade commissioner service of the Department of Commerce in Singapore, Batavia, Washington, and London. He returned to London in 1943 and 1944 as Attaché for the Department of State at the United States Embassy there. Up to his present appointment he was the executive vice-president of the Rubber Manufacturers Association.

In addition to his duties with the World Trade Foundation Mr. Lockwood is also chairman of the newly formed Industrial Trade Associations Committee of the Foundation. This committee was organized to develop better two-way world trade understanding among the industrial trade associations of the United States.

Since his return from the London Conference his time has been devoted to interpreting to American industry the hope for expanding two-way world trade emanating from the conference and the reciprocal trade agreements planned for 1947.

and purchasing power — a higher

It might be interesting to note that in 1939 such highly industrialized countries as Canada bought the equivalent of \$42.53 per capita of our exports and England \$10.57 per capita, while such countries as China bought only 12 cents per capita. This same relationship prevailed every year before the war. It is clear from this comparison that the industrialized nations represent a better market for our exports than the less developed nations. The under-industrialized nations represent a good immediate market for American capital with a high possible return on the investment. But the important thing is that this also means a higher standard of living, thus providing a permanent market for American goods.

If, in 1939, we had exported to China the same amount per capita as we did to industrialized Canada—we would have sold China an astronomical \$1,913,850,000,000, instead of a mere \$124,200,000. This figure represents more than 10 times our current record-breaking national income!

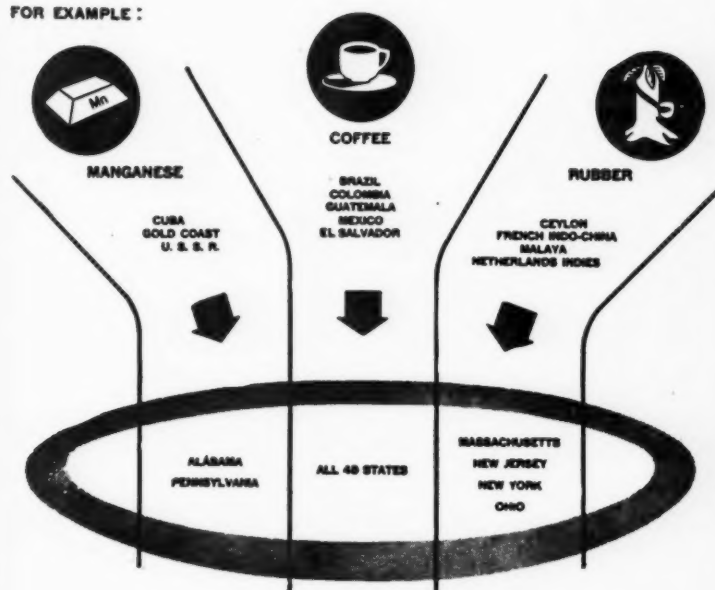
This is a time for clear thinking about world trade. During the next few months the conditions and rules under which world trade will be conducted will be set. Trade treaties will be negotiated. American economic world trade policy will be spelled out in agreements on many fronts.

As the world's leading exponent of economic as well as political freedom, much of this policy-making will stem from the attitude of American business management and the American people. It is in our hands to set a course that will not only bring greater prosperity and a higher standard of living to all Americans through world trade, but also may play a key role in building a world that can work together in peace for years to come.

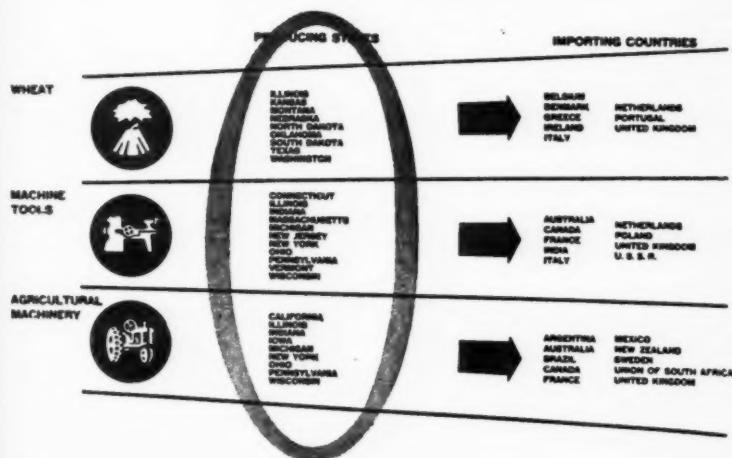
EXPERIENCE HAS SHOWN that industrialization of a country shifts the emphasis on its import needs from manufactured goods to raw materials. But, at the same time, total foreign trade keeps in step with greater economic activity. In absolute terms, imports of raw materials tend to increase. This is caused by a higher standard of living developed by industrialization. The World Trade Foundation points out that on the average 66% of the imports to our country are used as raw materials for our manufacturing industries, (35% in the form of crude materials, 18% as semi-manufactured materials, and 13% in the form of crude foodstuffs). Automobile industry is an example of two-way world trade.

ALL STATES USE IMPORTS

FOR EXAMPLE :



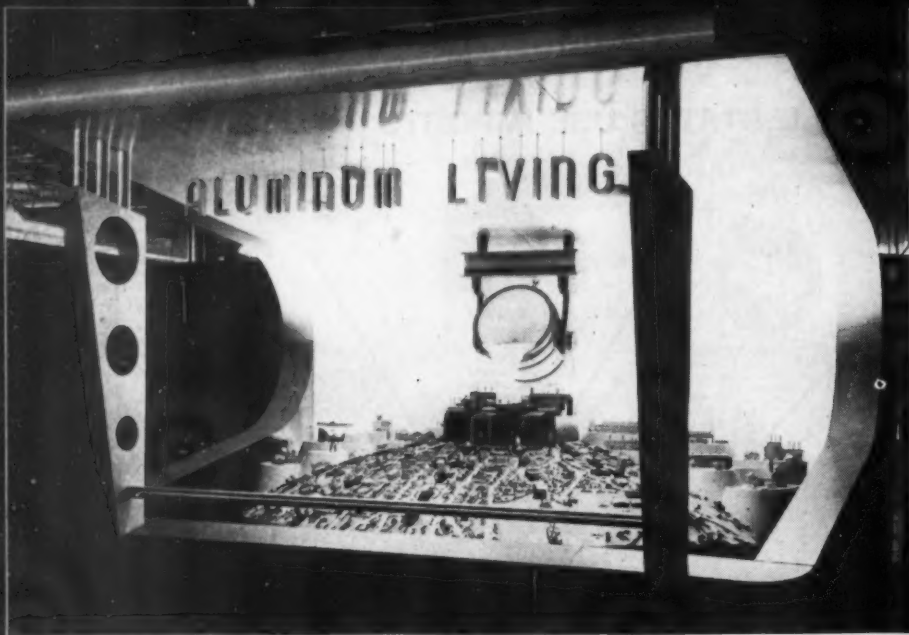
THREE IMPORTANT EXPORT PRODUCTS



STATE
21908

U. S. AUTO INDUSTRY DEPENDS ON FOREIGN TRADE





THEME-CENTER: This scene-o-rama (above) tells "Aluminum Living" story. It's 16 ft. wide, 13½ ft. deep, 10 ft. high. Result: enormous sales surge.

STORE-WIDE PROMOTION: Aluminum merchandise in miniature is displayed (right) at rear of theme-center. This merchandise is on sale at store.



From Spoons to Rowboats, Alcoa's Road Show Sells Aluminum to the Public

The Aluminum Company of America, Pittsburgh, is spectacularly introducing the consumer public to the "Age of Aluminum" by a traveling miniature world's fair.

This "road-show" exposition—"Aluminum Living"—is a double-jointed promotion co-sponsored by Alcoa and America's leading department stores.

The department stores' purpose, in sponsoring Alcoa's "World of Tomorrow," is to sell more of the aluminum merchandise it stocks today—from 10-cent measuring spoons to \$220 rowboats—and to help establish the store as the No. 1 source for quality aluminum products in its city. Alcoa's purpose is to sell aluminum, too—Alcoa aluminum—and to get the facts about this versatile metal before a large number of people when they're in a receptive frame of mind.

To date, both sponsors have been

amazingly successful in what they set out to do. In showings at leading stores in 11 Eastern and Middle Western cities so far this year, 294,400 people have seen "Aluminum Living"—and sales in the host stores have rocketed as high as 300% above those of the same day last year!

The stores are particularly pleased because this enormous sales surge has not been limited to the housewares department, but has been felt throughout the store. Alcoa is equally jubilant with their newly found customer-relations tool because it is proving such excellent sales promotion for their customers and because the impact on the sale of aluminum items continues to be felt long after the show has departed.

Above and beyond these immediate benefits, a small army of contributing manufacturers has enjoyed the opportunity to display their prod-

ucts before thousands of prospective customers; and Alcoa has been able to present its basic aluminum story to men and women who would not ordinarily come in contact with a producer of raw material.

"Aluminum Living" got its start a year ago when H. G. Ruete, housewares buyer for the Kresge-Newark department store, queried Alcoa on the possibility of preparing an exhibit which would tell the people of Newark the story of aluminum and at the same time establish that store as the place to buy aluminum in Newark.

So this formula was worked out, which remains the basis still for the two-way promotion: Alcoa will furnish an elaborate, dramatic display; service the show while it was in the store; and guide the store to sources of merchandise. The store will furnish adequate space for the

SALES MANAGEMENT



display, support it with newspaper advertising and other promotion—and stock sufficient merchandise to offer customers an attractive selection of aluminum goods.

The three-week Newark exhibit was such an immediate success that Alcoa has been deluged with hundreds of requests from stores all over the country. Now two new and even greater "Aluminum Living" shows have been prepared for the coming year, while showings of the original exhibit have continued to be scheduled.

First showing of the 1947 exhibit was held at Marshall Field and Co. in Chicago a few weeks ago and set a new attendance record of 52,400. According to M. R. Kambach, manager of "Aluminum Living," all showings are now of two weeks duration.

Consisting of a dozen elaborate units, the exhibit requires about 3,000 square feet of floor space for the most effective showing, but is adaptable to more—or slightly less—because of its flexible design. Once a store has contracted for the show, Alcoa provides a suggested floor plan, based on the area agreed upon, which makes the best possible use of the physical make-up of the space.

Alcoa further provides a trained man to supervise the complete erection and disassembling of the show, who remains in constant attendance for the length of the showing. In addition, local Alcoa representatives are alerted to furnish whatever additional assistance may be required.

A list of manufacturers of finished aluminum products is supplied the store to aid them in obtaining merchandise. The company also supplies imprinted aluminum booklets and an elaborate manual covering every phase of "Aluminum Living." This is stuffed with several pounds of promotional material including newspaper advertising layouts and copy; interior store promotion, posters and

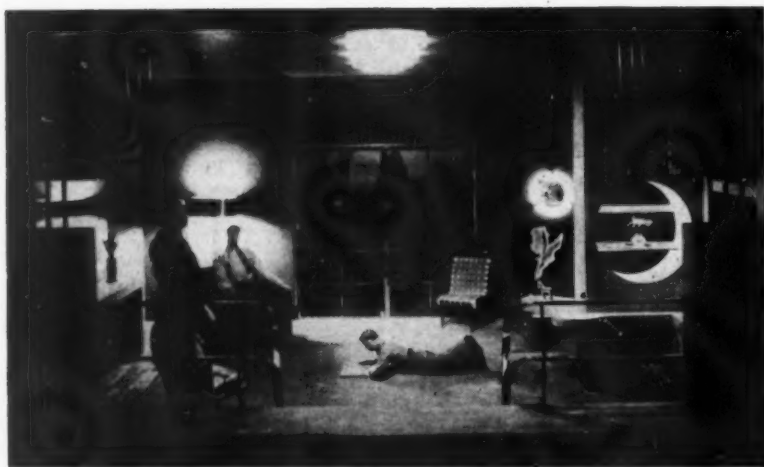
FUTURE UNLIMITED: These dioramas (above and right) bring to public attention in one place almost numberless uses for aluminum. Each display dramatically emphasizes the Alcoa theme "Aluminum Living Means Better Living."



PRACTICAL PICNIC: This is not part of the road show, but does demonstrate two of the popular aluminum products—outdoor grill and coffee pot—which stores are offering for sale with Alcoa's display.

CANINE DINER: Not overlooking a single market, aluminum fabricators turn out dual pan feeders for pets of all descriptions.





ALUMINUM AT HOME: This miniature family living room scene displays varied uses for aluminum—railings, lamps, chairs, and window frames.

employ education material; radio announcements and scripts; newspaper publicity and photographs, and a dozen bright ideas for miscellaneous promotion.

In return for all this, Alcoa asks that the store:

1. Furnish a floor and wall plan of space of such size as to house the exhibit (a minimum of 3,000 square feet available on a merchandising floor, preferably the housewares floor.)

2. Receive and unload the exhibit at its own expense upon its arrival at the store's unloading or receiving dock; assemble and set up the exhibit and at the end of the exhibition period, dismantle and repack the exhibits in the custom built packing cases in which they were received and load the exhibit. All of the above to be handled under the direction of the supervisor assigned by Alcoa.

3. Insure the exhibit for \$40,000 against fire, damage and from the public, from the time it arrives until it leaves the store.

4. Store and protect all packing cases against any damage, except normal wear and tear.

5. Hold a press luncheon or party for local newspaper and radio people the opening day of the show.

6. Use newspaper and radio advertising as agreed upon with Alcoa.

7. Make available at least two prominent windows for the duration of the show.

8. Preview store personnel so all are familiar with the show.

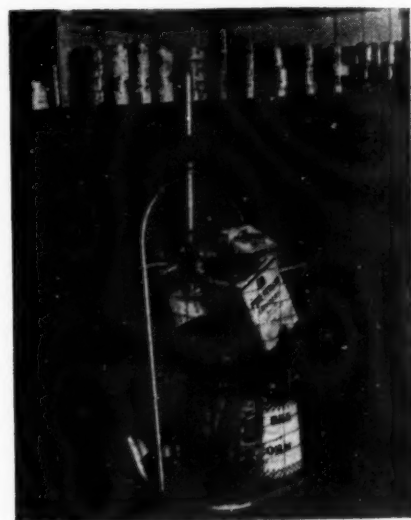
9. Use spot announcements and directional posters throughout the store and in elevators.

10. Use all reasonable precaution to avoid damage and/or loss to the exhibit while it is in the store's possession and provide necessary maintenance service, such as cleaning, dusting and polishing of equipment and accessories during the exhibition.

The exhibit consists of a mammoth theme-center which represents the endless flow of aluminum products into five major phases of every day living; eight island display units

which feature the great variety of uses for the metal; a 35-minute technicolor sound movie; four display cases showing merchandise on sale in the store; and three theme units for window displays around which the store may make a merchandise tie-in.

The main theme-center (16 ft. wide, 13½ ft. deep and 10 ft. high) is a color "scene-o-rama" showing where aluminum comes from, how it is made and what it is used for. Production is portrayed in six steps, from the mining of the ore to the pouring of the ingot. Again, in six steps, the basic product story is told—how many plants produce such things as sheets, tubing, forgings and castings. Spectators viewing the "scene-o-rama" are told the story of



CARRYALL: Even this lightweight grocery cart is part of retail tie-in.

aluminum in a five-minute transcription, narrated by Lowell Thomas, which runs continuously. In the rear of the theme-center are five dioramas which exhibit the aluminum merchandise, in miniature, that is on sale at the store.

The 35-minute movie shown is "Unfinished Rainbows"—an elaborate Hollywood production, featuring Alan Ladd as Charles Martin Hall, the 22-year-old American who first discovered how to extract aluminum economically. The film is shown continuously.

The eight island display units (7 ft. long and 6½ ft. high) are designed to show in detail the almost limitless consumer uses of aluminum. This is done through finely executed art work in full color with photographs and unusual product samples.

Four attractive display cases are designed for such merchandise as aluminum jewelry, compacts, gifts.



DESIGN: Alcoa's road show makes consumers conscious of light weight, strength and durability of aluminum so consumers readily buy these beach chairs.



"Atlas Sky Merchant" Pioneers Aviation Line at 800 Airports

Atlas Supply Company's flying show room has every device for field sales training—including sound motion pictures.

Atlas Supply Co., which sells Atlas tires and other automotive supplies through 35,000 service stations in the United States, in mid-November launched its "Atlas Sky Merchant" on a tour which will take it to 800 airports. Atlas pioneered service station merchandising of tires through Standard Oil outlets 16 years ago at a time when it was customary to buy tires only in garages, automobile sales rooms, tire stores and other such specialized outlets. Now most motorists turn automatically to service stations to fill such wants.

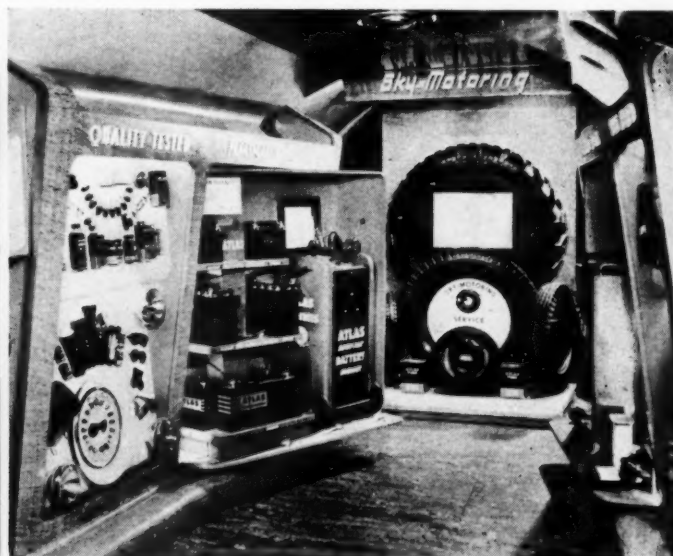
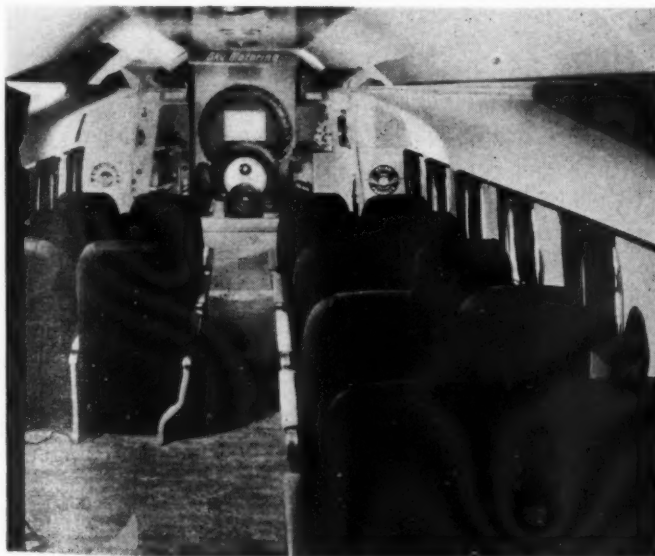
The Sky Merchant left Chicago on November 12 on a coast-to-coast and border-to-border tour of major

cities to make the first test of "sky selling" of Atlas automotive and aviation products lines. The ship is in effect a four-motored flying show-room equipped with 16 lounge-type chairs, sound motion picture equipment and everything required for sales training sessions to be held for dealers. Displays show various Atlas products, full-range line. It carries a three-man crew and boasts a galley and most modern communications equipment.

Atlas' primary object is to do much the same job with airfields and the airplane industry as it did when it established merchandising for the automobile industry through service

stations. The idea is that it will make aviation service simpler, easier and more convenient. Through flying rapidly from one airport to another and "getting folks together" at these rallying points for education regarding the postwar products available to them, it is hoped to quicken interest and sales development.

Retailers in the cities and towns visited will be invited to inspect the plane and sit in at meetings which will be held aboard the plane. The plan, it is pointed out, opens a new era of selling automotive and aviation products via air; it will contribute to the welfare of those who travel by air. It is believed that this is the first time an airplane has ever been fitted with a "flying showroom." It is also an adventure in the air-borne advertising of aviation and automotive supplies.



TRAINING ALOFT: The Atlas Douglas DC-4 plane is equipped with 16 lounge-type chairs and two-way radio telephone air-ground communication. There's a complete line of aviation and auto accessories at one end of interior.

DECEMBER 1, 1946

AND THE MUSIC COMES OUT HERE . . .

Finn H. Magnus, who, in 1925, arrived in the Land of Opportunity broke, friendless and speaking fluent Norwegian, makes an Horatio Alger hero look like a miserable failure. In the 20 years since Mr. Magnus set foot on these shores he's parlayed his handicaps into a multi-million dollar business. He is, in fact, president of International Plastic Harmonica Corp., and he's made Newark, N. J., the world's manufacturing center of mouth organs! Luckily one of his first jobs here was night operator with the Button Corp. of America. (Before he was through he had climbed to general manager—in a scant nine years.) It was there that he got his idea for a plastic harmonica. Boning up on the subject, he discovered that the German harmonica—the best—had 80 parts, required 150 operations to assemble. Through intensive research Mr. M. developed a revolutionary mouth organ of only *five parts*. It is assembled in seven operations and 15 seconds, sounds and wears better than anything Germany ever made. His plant is operating three shifts, six days a week; turns out harmonicas valued at millions each month, supplies 33 countries.



They're In the News



HOMEBOY BY INCLINATION . . . but during the war Edward N. Mayer, Jr., made so many trips to Washington in the guise of special consultant to the Office of American Affairs of the State Department, he was duly elected a member in good altitude of the Airlines Commuter Service Club. Just elected president of Direct Mail Advertising Association, Inc.—a job which is heavily involved with getting around—he foresees no let-up in his schedule. Mayer practically grew up in the arts and advertising professions, (He's never worked in any others.) has become a recognized expert on all phases of direct mail advertising. As a sideline he's accumulated enough information on postal rules and regulations to become one of the country's leading authorities on the subject. Strictly the tweed type, he's famous for the fresh flower he always wears in his buttonhole. In addition to his new post, he'll hold down the directorship of the National Council on Business Mail. Just completed his fifth, and final, term as president of the M.A.S.A. International. Summers he can be found taking a collective ease with his wife and two cocker spaniels, at Westport, Conn. There he sometimes annihilates his wife's flower beds.

SALES MANAGEMENT



"FLYING TOO HIGH . . . in the sky," is, to paraphrase Cole Porter, definitely Carol Benton's "idea of something to do." For Carol's a demonstrator and salesman (She doesn't like to be called "saleswoman.") for Cessna Aircraft Co. She adds that she's been in a wingdip over flying since Pomona College, where she was notorious for rushing to the nearest window—no matter what the professor was saying—when a plane went over. After majoring in psychology and minoring in music, the pulchritudinous Miss B. decided she preferred the music which comes out of motors to the kind which emerges from a piano. Without a backward look she went to Cal-Aero Flight Academy. By day she learned to soar, by night she worked at the Air Research Manufacturing Co.; in the evenings she took ground school training from Civil Air Patrol. She slept only when her eyes closed involuntarily. When Cessna has a tough prospect, Carol takes him up. The company insists it's her ability which so often bags the sale. She's one of the original "Mustangs," a flying club started by eight girls.



CALVERT'S CHRISTMAS CHEER . . . this year, will be the same heady potion—but not at a heady price. Calvert Distillers Corp., faced with the same increased cost of operation as other American businesses, is not raising the prices of its products says J. A. Gollin, the company's assistant vice-president. To inform the public of its decision Calvert is running large advertisements in leading national newspapers. Their hold-the-line policy, adds Mr. Gollin, is in line with Calvert's traditional Fair-Trade policy. During the war, for instance, Calvert refused to lower its standards of distilling by using spirits rather than grain—in spite of being thus forced to manufacture less whisky. Nor, adds Mr. G., is its holding of the price-line prompted by any slackening of demand by dealers or consumers of its products. Distributors have declared themselves as willing to buy infinitely more goods than Calvert can produce. Calvert believes that it is the responsibility of business to give the consumer the best product possible. And, as Mr. Gollin puts it, "A Fair-Trade position is indefensible if abused."

DECEMBER 1, 1946



REVIEW OF STEWARDSHIP: There was nearly a full house when Edward O. Sperry, pres., Sperry Div., opened stockholders' meeting (left). Incomes represented ranged from Mrs. Doakes, obviously awed, to mink-and-sable-clad ladies whose interest in a new electric iron was presumed to be entirely academic. Nearly 50% of all General Mills, Inc.'s stockholders are now women.



PATTERN FOR GROWTH: In his introductory talk, James F. Bell (left), chairman of board, explained how development of new food specialties like Softasilk and Bisquick has enabled the company to achieve profitable expansion. Per capita flour use has dropped from 212 pounds a year to 150 pounds since World War I.



Camera Highlights From a General Mills Stockholders' Meeting

In 1939 James M. Bell, chairman of General Mills, introduced a new idea in public relations—country-wide field meetings for stockholders. Few could come to the formal annual meeting in Wilmington, Del., and Mr. Bell reasoned that one informal, frank, direct talk with some of the shareholders ought to be worth a dozen annual printed reports. And so it turned out to be.

Attendance increased at each series of meetings held in 1940 and 1941, then the plan was suspended during the war years. Now meetings have been resumed. The first one (where these photos were made) was held in San Francisco Nov. 4. Subsequent meetings were staged throughout the month at Los Angeles, Detroit, Buffalo, New York, Chicago, with the final one in Minneapolis on Nov. 29.

Personal invitations signed by Mr. Bell are sent to all stockholders in each area—to individuals, guardians of estates, trustees of hospitals and other public institutions, and to active and retired General Mills employees.

NEWCOMER: Biggest piece of news was advent of a new GM product, "Apple Pyequick," a complete apple pie in a package, consisting of dehydrated apples in half the two-quart container, a pie crust mix in the other. A home economist prepared a pie in less time than it took a co-worker to peel apples for a pie made the usual way. Time: 14 min.



THE IRON THAT WAGGED A MILLION TONGUES: (See SM, Nov. 20, p. 37, for full story of its market debut.) George Gillespie, Pacific district manager, Appliance Div., demonstrates how Betty Crocker Tru-Heat iron can be used easily by a left-handed as well as a right-handed person.





**Jingle bells! Telephone bells! Yuletide's on the way,
Be sparing of Long Distance calls on Christmas Eve and Day.
Jingle bells! Telephone bells! A million thanks to you
For easing up on greeting calls so urgent calls get through!**

BELL TELEPHONE SYSTEM





PROOF OF THE PIE: After showing of a technicolor motion picture, "Operation '46" which summarizes facts behind balance sheet for last fiscal year, GM's guests were invited to sample pies made from Apple Pyequick. Stockholders were served first; here company officials take their turn to sample product.



COFFEE-TIME INTERLUDE: (left to right) Mrs. Elizabeth Sperry and Mrs. Austin Sperry, Jr. chat with James Bell and Miss Gladys Mason, Director of Home Service Department, Sperry Div., who presented the story of Apple Pyequick to audience in pie-making demonstration.

JURY EATS EVIDENCE: A guest, Miss Edna Beyrer, and Stockholders Mr. and Mrs. Frank Andrade pronounce unqualified approval of Pyequick as G. O. Ludcke (right) of GM Special Services Dept. talks.



OLD-TIMER: Chairman Bell, as host, meets and talks with as many individual retired employees and GM stockholders as possible.

COAST-TO-COAST WITH GM: (below) While guests line up for pie, Abbott Washburn (left) shows location of GM factories and offices on map made of glass.



GM now has about 12,000 stockholders, nearly 50% women, and none owning more than 3% of the total.

Says Mr. Bell: "These meetings represent an effort on our part to awaken in stockholders that community of interest between Owners, Management, and Workers without which no complete success is possible."

This year a special motion picture, "Operation '46," was produced to explain the balance sheet and show how General Mills earned its living during the past fiscal year.

"Operation '46," Mr. Bell explains, "is an attempt quite literally to look behind the figures in the Annual Report and see what things and action they represent." The film is in full color. Three top executives, in addition to Mr. Bell, are included in the cast: President Harry A. Bullis explains personnel policies; Vice President and Director of Research Arthur D. Hyde discusses research developments; and Gordon C. Ballhorn, comptroller, describes the company's assets and liabilities.

In his brief address to the stockholders, Mr. Bell emphasizes the responsibilities that are a part of the privilege of ownership. "As a stockholder, you are an integral part of an enterprise engaged in the manufacture of goods and services for sale to the public. You have a duty to see that the business is conducted in the

QUICK LESSON FOR STOCKHOLDERS:

A variety of charts and exhibits gave guests graphic summaries of GM's far-flung activities in which they have invested money.

public interest. You have an obligation to your management to see that it is operating efficiently. You have a responsibility likewise to the workers, whose jobs you have created and whose tools you have furnished."

Mr. Bell lists these specific duties of the stockholder:

1. To know the company — its products, management, services, financial structure—the character and reputation of those who, as officers and directors, represent his interests and formulate policies.
2. To carefully analyze the company's printed reports.
3. To maintain personal contact with management wherever possible.
4. To buy the goods made by his company, insist upon getting them. In so doing he is really buying for himself.
5. To urge others to buy them.
6. To act as partner, friend, buyer, salesman, advertising representative, protector and counselor to management and labor.
7. In short, to get behind the company morally and spiritually, as well as financially. This kind of assistance from its owners is one of the primary needs of business today.

SALES MANAGEMENT

Bendix Uses 7,300 Women To Post-Sell Every Customer

They give home demonstrations of each washer within 48 hours after delivery. This makes Bendix boosters out of customers, builds good-will, sells additional appliances.

In a time when people clamor for washing machines maybe they'll buy just any one they can get, whether or not they are really sold on it. Bendix Home Appliances, Inc., South Bend, Ind., is doing something about that. It is making doubly sure every buyer of every Bendix automatic washer gets thoroughly sold on the Bendix and what it will do. Within 48 hours after a washer delivery, an expert appears at the customer's house and gives Mrs. Customer a complete demonstration—and a lot of other information. This is building business for Bendix, its distribution and their dealers.

Figuratively speaking, all women come from Missouri. They like to be shown. And, in matters of home-making and housekeeping, they prefer to be shown by a woman. So Bendix distributors use a huge corps of women for the job. This home

service organization is made up of 79 Bendix-trained distributor home service directors and 7,300 distributor-trained field specialists.

"Your job is to see that every user is a satisfied user," Miss Edwina Nolan, director of Bendix Home Laundry Home Laundry Institute, told the distributor women when they were trained at the factory in South Bend, Ind. Her statement exemplifies the philosophy of the home service program.

With the Institute as the fountain-head of information, practical research, and procedures, the Herculean task of giving home demonstrations within 24 to 48 hours of a Bendix washer installation is carried out under the direction of the 79 women who are on the payroll of Bendix distributors.

The post-sale demonstration is considered so vital that it is mandatory.

Distributors and dealers who are dilatory are penalized by receiving no bonus shipments or by having their regular allotments or machines reduced. Month after month, home service directors, show a ratio of 95% to 99% on demonstrations of machines installed.

Why is the home demonstration so important? There are several reasons.

With an unusual appliance such as the Bendix washer, women must be shown not only the simple operation but given an insight into a revolutionary method of home laundering. Women are notoriously skittish about machinery. Without instruction they are fearful of experimenting to learn the Bendix washer's versatility. Besides, the manufacturer wants them to discard Grandma's outmoded methods.

It is the job of the home service directors and field specialists to properly introduce new Bendix owners into the pleasures of automatic laundering. Also they give the housewife a short course on detergents, stain removal, fabrics and even laundry planning. They show her that the Bendix will "wash anything that is washable."

Four objectives are met by the home demonstration program:

1. To teach proper use and care of the machine and do it in a receptive home atmosphere.

DEMONSTRATORS REPORT EVERYTHING: Distributor's specialist fills out form (left) after each home demonstration. Copies go to the distributor's home service director, and service department and to the dealer. The director also gets a more detailed spot report (right). On other report forms (not shown) home service directors report their other activities to distributors and distributors make monthly reports to Bendix.

CUSTOMER RECORD
BENDIX HOME LAUNDRY DEMONSTRATION

Demonstrated by specialist Helga Swanson Date 5/3/46
Explained: Instruction Book Yes How many? 2 Chart I Warranty I
Others present: No ☐ Yes ☒ was demonstrated and I understand its operation.
The Bendix, Serial No. ER Morein
Signed ER Morein
Address 101 Hill Ave
Comments: Dealer: Dangler & Schenk City Pittsburgh, Pa.
Write copy for Distributor Home Service Director.

OFFICE CUSTOMER RECORD

Specialist <u>H. Swanson</u>	Date <u>5-3-1946</u>
Customer <u>F. R. Morein</u>	Address <u>101 Hill Ave</u>
Dealer <u>Dangler & Schenk</u>	Address <u>Pittsburgh</u>
Appliances <u>Sold</u>	Amount <u>\$</u> ✓ cash received 1.00 send C.O.D.
Comments: <u>Service Installation OK</u>	<u>Temp. 130°</u>

2. Special Problems
Water pressure very low - takes 7 minutes for tub to fill

Present at demonstration Name	Address	Comments
<u>Did not get instruction book - please send</u>		
<u>Mrs. A. Spender</u>	<u>105 Hill Ave</u>	<u>very pleased with operation</u>

2. To prevent many service calls arising from improper use of the machine.

3. To discover more prospects for automatic washers, as well as for the new Bendix dryer and the new automatic ironer.

4. To build good-will for the Bendix washer. Since one woman tells another, sales multiply.

But the home service program has an even wider perspective. It is educational, teaching not only consumers but salesmen, utility and department store home economists, and field specialists the use of the Bendix. The 79 directors are *administrators*, planning department activities, assigning work to specialists and checking it, keeping tab on the work output for the records of the distributor and manufacturer.

Often, the directors do research to solve washability problems involving new fabrics or unusual soil and water conditions peculiar to their areas. They enlist the aid not only of local chemists but of the Bendix laboratory in South Bend.

These home laundry experts carry out many promotional and public relations projects. They contact radio and newspaper personnel, appear on women's programs, participate in local home service activities, call on dealers, conduct laundry forums and keep in touch with home economists throughout their territories.

"The more the local people know you and your company, the easier the job is going to be for you," the 79 home service directors are told when they attend a week's schooling, in



FACTORY-TRAINED GAL TRAINS OTHERS: A field specialists' school in Atlanta is conducted by Mrs. Louise Anderson, home service director for the Charles S. Martin Distributing Co. Also in attendance were Bendix washing machine dealers.

classes of a dozen, at the Institute under Miss Nolan, supervised by Judson S. Sayre, president of Bendix Home Appliances, Inc.

Monthly field reports made by the home service directors to the Institute tell the story of achievement. A report from Des Moines was typical: "I have many customers asking about our new Bendix dryer and ironer and wanting to know when they will be available." The distributor girl at Dallas reported that a blind customer, operating the Bendix by sound and touch, successfully washed three blankets after the home demonstration. At Jackson, Miss., the home laundry expert helped two customers plan production-line laundries. From Atlanta a home service director reported: "The governor of Georgia

has called on me personally to supervise the planning of a complete 'Bendix Home Laundry'."

These post-sale demonstrations do a selling job. "I find that all the specialists are having the same results," wrote the director at Huntington, W. Va. "If one member of a family is happy with her Bendix, she not only sells her family with the idea but her neighbors and friends as well. Mrs. Julia Hamilton, field specialist for Calhoun Super Service, reports she has demonstrated three Bendixes in one family in the last 90 days."

Husbands Do It, Too!

Returning for a forgotten package after a demonstration in Altoona, Pa., the Bendix director found the husband showing a neighbor how the machine really washes work clothes clean. On Ohio director received a complaint from a woman who had bought a machine, secondhand and undemonstrated, five years ago. She was about to buy a conventional machine. Due to the director's remarks, the caller ordered a new Bendix the following day.

At New Haven, Indianapolis, Denver and Washington, home service directors have demonstrated in stores for old and prospective customers. The directors are collecting many letters from Bendix owners saying they get more out of their washers because of the demonstrations.

Selling distributors on the idea of putting home service women to work on this demonstration program was a job at first. Today they like it a lot better. Sales results have convinced them the plan is paying out.

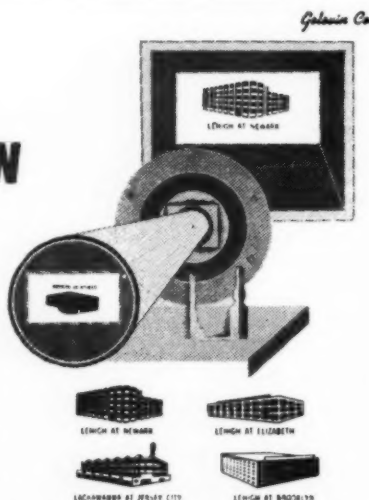
Home service directors function effectively as public relations emissaries. A fertile field is contact with home economists. Home service directors attend conventions of econo-

TELEVISED DISTRIBUTION

As the possibilities of a buyers' market appear on the business screen, distribution again challenges the manufacturer.

L & L, NERVE CENTER OF DISTRIBUTION* with 4 warehouses located in key selling areas, is equipped to meet that challenge. With the precision and timing of a television beam, it channels your merchandise from factory to sales counters—north, south, east or west . . . **AHEAD OF YOUR COMPETITION.** Write for the newest L & L distribution brochure.

*U. S. PAT. APPLIED FOR



LEHIGH WAREHOUSE AND TRANSPORTATION CO

LACKAWANNA WAREHOUSE COMPANY INC. • LEHIGH WAREHOUSE AND TRANSPORTATION COMPANY—NEWARK
LEHIGH WAREHOUSE AND TRANSPORTATION COMPANY—ELIZABETH • LEHIGH WAREHOUSE CORP OF BROOKLYN
LEHIGH TRANSPORTATION CO INC • FOREIGN & DOMESTIC CORP • FOREIGN & DOMESTIC BOTTLERS OF NY INC
LEHIGH CONSOLIDATING COMPANY INC

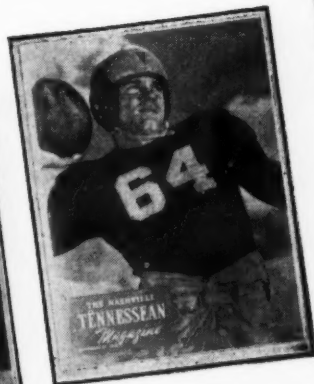
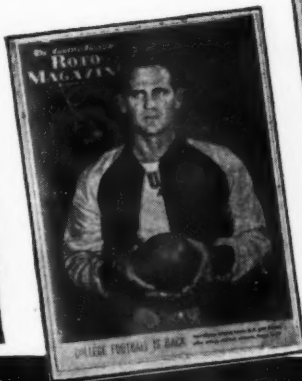
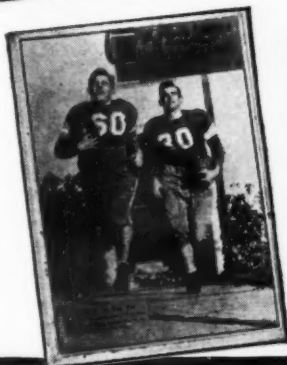
HEADQUARTERS: 98 FRELINGHUYSEN AVENUE • NEWARK 5, NEW JERSEY

The



Magazines

root for the home team!



Win or lose, the Local Team always rates the loudest cheers, the most enthusiastic following. People are *just naturally* interested most in local persons and local happenings.

Here's reason enough why the six colorful Locally-Edited Magazines are read so avidly cover-to-cover each Sunday by over 1,246,000 subscriber-families. More than 90% of each magazine is made up of local pictures and local features. Result: they *attract* and *hold* the highest reader traffic of any publication in these six major market areas right out of the heart of America.

It will pay you as advertiser or agency to investigate these media. Monotone, duotone or full-color gravure. New 1,000-line page size. Available individually or as a convenient single-order, single-copy package.



The "Reps": Branham Co., Jenn & Kelley, O'Mara & Ormsbee and Sawyer-Ferguson-Walker Co.

Locally-Edited Sunday Magazines

ATLANTA JOURNAL

LOUISVILLE COURIER-JOURNAL

COLUMBUS DISPATCH

THE NASHVILLE TENNESSEAN

HOUSTON CHRONICLE*

NEW ORLEANS TIMES-PICAYUNE-STATES

*Color not available in the Houston Chronicle at present.

mists, demonstrate the Bendix and answer questions. They conduct training schools for groups of home economists, giving them a course similar to that given the field specialists.

At Albany, N. Y., the distributor home service director co-operated with the electric utility which made a technicolor film, "Story of Wiring." A Bendix automatic washer was used to depict the labor-saving advantages of automatic home laundering. The film will reach thousands of New York ruralites. At Decatur, Ill., radio Station WSOY is using laun-

dry hints from this year's numbers of *Through the Porthole*, monthly publication of Bendix Home Laundry Institute, which distributes it to some 15,000 home economists and women in allied fields.

The Seattle woman wrote an article on home laundry planning for a new state magazine, *Evergreen*. She staged a coup in raffling a Bendix washer to raise funds for activities of the Seattle Home Economists in Business. After a flood in another city the home laundry expert helped a lingerie manufacturer launch the wash-

ing of damaged garments—in Bendix washers installed for the purpose.

Ingenious variations of Institute-prescribed procedures for handling their departments have been worked out by the distributors' home service women to meet local situations.

Chosen by the distributors, subject to approval of the Institute, the home service directors are as capable and versatile women as can be found. They have qualifications and experience as teachers, home economists, business managers, saleswomen, personnel executives, lecturers and writers. Bendix feels they are doing a great job.



**the St. Paul Dispatch
and Pioneer Press are
the Only Daily Papers
Read by 90% of the
331,000 people in
the St. Paul A.B.C.
city zone.***

*Less than 10% of the people in the St. Paul
City Zone read any other daily newspaper.

RIDDER-JOHNS, INC.—National Representatives

NEW YORK CHICAGO DETROIT ST. PAUL
342 Madison Ave. Wrigley Bldg. Penobscot Bldg. Dispatch Bldg.



How to Get Ahead

When the New York savings banks found that "Your Dollars in Uniform," the motion picture which the banks had been showing throughout the state, had become dated due to the war's progress and fruition, they decided to replace the film with a new one. The result, "Watson Wakes Up," which was made in Hollywood and stars Noah Berry, Jr., puts the finger on careless spenders. The film, with sound, is available in 16 and 35 mm. to all clubs, civic and welfare groups.

"Watson Wakes Up" tells the story of a young married couple who aren't able to live within their means. They decide that a raise is the only solution to their financial crises. When Watson, the hero of the piece, is told that there'll be "no raises this year" he dreams his way out of dilemma.

SALES MANAGEMENT



SEATTLE... METROPOLIS of the *North Pacific*

FROM high up in Seattle skyscrapers you can see great ships of sea and air bound for the Orient and Alaska. Around you is a panorama of great buildings, thousands of homes, streams of traffic—the signs and sounds of a Great City. Railroads serving Seattle will soon have swift new streamlined trains. Airlines are adding more bigger, faster planes to the East, Alaska, and the Orient. Seattle ranks among America's first 15 markets. City zone population is over half a million, with another quarter million within 20 miles of downtown Seattle.

THE
**SEATTLE
TIMES**



The SEATTLE TIMES is Seattle's Favorite newspaper . . . by all odds the number one advertising medium in this great city!

Represented by: O'MARA & ORMSBEE, Inc. • NEW YORK • CHICAGO • DETROIT • LOS ANGELES • SAN FRANCISCO

DECEMBER 1, 1946

How Industrial Advertising Can Help Build Business By Helping People Buy

- Check your current advertising against the plan this new booklet describes.

- "DITCH-DIGGING" ADVERTISING *That Sells By Helping People Buy*, shows how to apply the principles and procedures of successful advertising directly to increasing the efficiency of industrial sales effort. It highlights a selling philosophy that's as useful when you're over-sold as when you're fighting for new business.

- Executives in any way concerned with distributing industrial products find that "DITCH-DIGGING" ADVERTISING illustrates how, when and where advertising can best advance their interests.

- Advertising men find it prompting them to re-check their current methods against the full potentials of the selling tools they use.

- "DITCH-DIGGING" ADVERTISING is \$1.00 a copy. Just clip this ad and a dollar bill to your letterhead and mail to us.



Teachers are alert to new ideas in food, dress and recreation... they mold the minds of America by educational discussions of these subjects. And because teacher's viewpoints on these and other topics are so highly respected by her 25 million pupils, she exerts a powerful influence on millions of home budgets.

Your ads in State Teachers Magazines reach 710,000 wide-awake, responsive teachers... more than can be reached by any other publication.

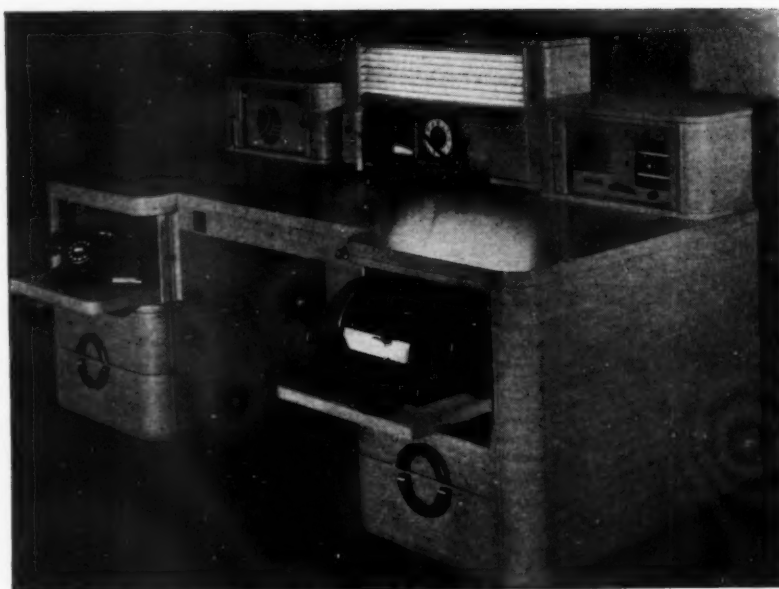
Write for details. State Teachers Magazines, 307 N. Michigan Ave., Chicago 1.

Georgia C. Rawson, Manager

Reaching America's Most Influential Market

**State Teachers
MAGAZINES**
710,000 Subscribers

An association of 43 state teachers magazines



A MODERN WORKING TOOL FOR THE MODERN BUSINESS MAN: Desk with fluorescent lamps, electric dictation device and a host of other gadgets.

Coming Your Way

..... **coronet desk**, a sensation-ally modern piece of furniture, promises a richer, fuller office life for the busy executive. Officials and designers of the Gunn Furniture Co. claim they engineered the desk for the executive who deals with men and ideas and that they have equipped it to serve as a nerve center for effective leadership. It is a big desk—and shades of grandpa's cluttered roll-top—every cubic foot is filled with gadgets—some useful and practical, others frankly dedicated to the proposition that men work better when they enjoy their jobs. On the top of the desk is a "set-back" super-structure which contains concealed fluorescent lights, two electric clocks (one facing the occupant, the other the visitor), a 6-tube superheterodyne radio, an electric dictation machine, a 12-station master unit for inter-office communication, and a recessed desk set. There is also in this section an electric razor with door mirror. Other features of this super-desk are an electric cigarette lighter, pull-out telephone slide with automatic telephone index, an electric fan, electric heater, and a therapeutic lamp. The rear face of the desk appears to consist of three conventional panels. Behind these panels, however, is an electric refrigerator and a pull-out mixing bar. The wood employed in the structure of this luxurious piece is selected rift-sawn white

oak which has been given a light "engineered" finish to reduce glare and resist cigarette burns.

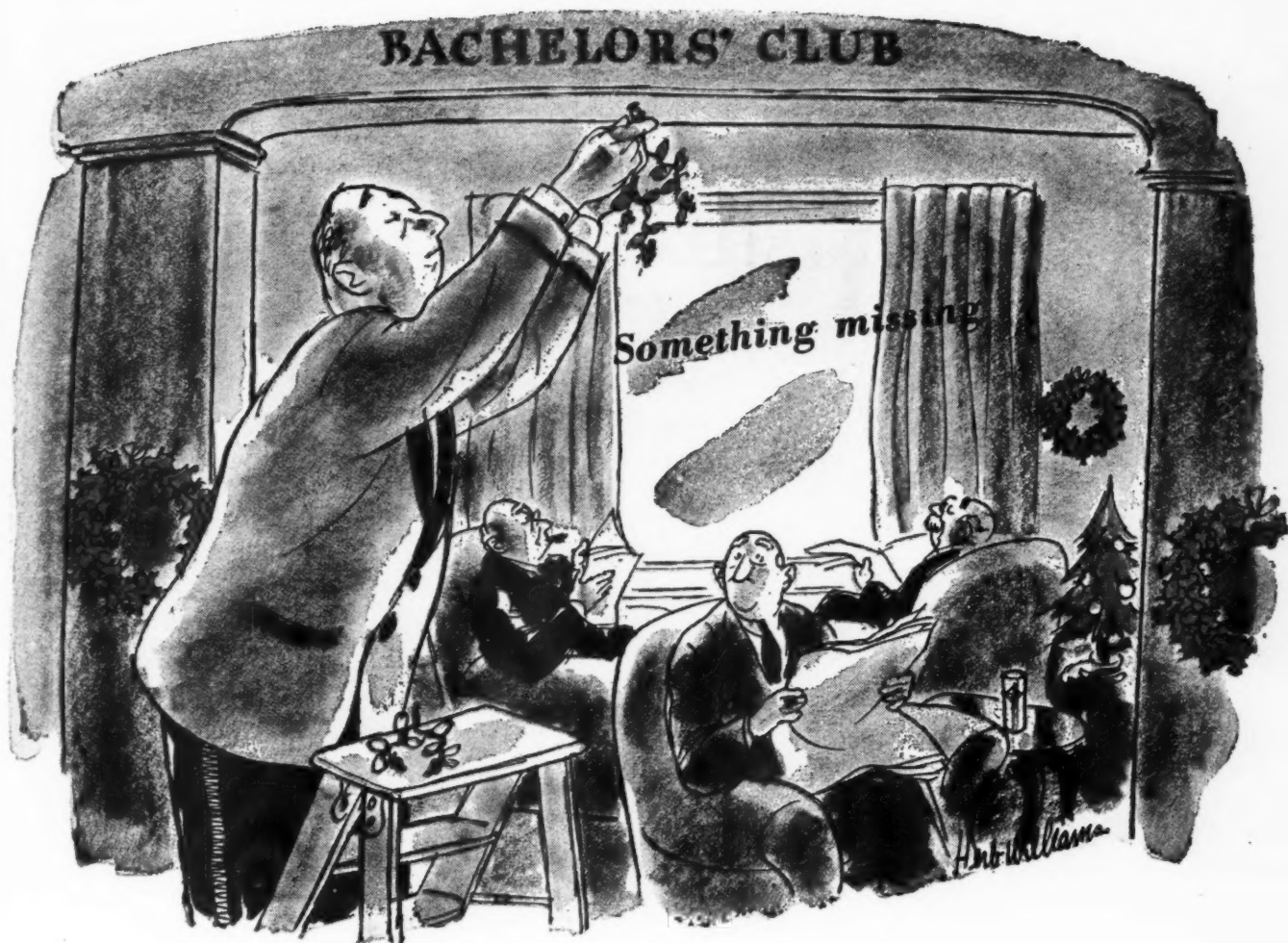
..... **flexible fishing creels** are scheduled for sporting goods stores and departments. They are made of lightweight, waterproof fabric and have windows at the side and bottom of flexible, rust-proof Lumite plastic screen produced by



WINDOWS are of plastic screening.

the Chicopee Manufacturing Corp. It is the same type screen now being widely adopted because of its rust-proof, stain-proof features for the doors and windows of homes and industrial plants.

SALES MANAGEMENT



...like California without the

BILLION DOLLAR VALLEY OF THE BEES



Only the dominant *local* newspapers tap this rich and isolated market

THE SACRAMENTO BEE is home delivered to 94 out of every 100 families in the ABC city zone

THE MODESTO BEE offers 91% coverage in the ABC city zone; 57% of the trading area

THE FRESNO BEE with the largest circulation between San Francisco and Los Angeles, gives 90% coverage in the ABC city zone

YOU'D THINK every day was Christmas in California's Billion Dollar Valley, the way people spend money. Thirty percent more for food, for instance, than the U.S. per capita average . . . 39% more on retail purchases in general.

Though this adds up to retail sales of more than a billion, it's not extravagant — because total Effective Buying Income now crowds TWO billion.*

Virtually 75% of this "spendability" is concentrated in the circulation orbit of the three McClatchy newspapers. In The Sacramento Bee, The Modesto Bee and The Fresno Bee, you're talking to far more of these prosperous Valley people than you could with any other combinations of papers—local or Coast.

McCLATCHY NEWSPAPERS

*Sales Management's 1946 Copyrighted Survey

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE, INC.
NEW YORK • LOS ANGELES • DETROIT • CHICAGO • SAN FRANCISCO



THE SACRAMENTO BEE
THE MODESTO BEE
THE FRESNO BEE

More Buying Power in SCHENECTADY

**GE to Build
20 Million
Dollar Plant**

Construction of a \$20,000,000 factory at General Electric company's Schenectady works was announced yesterday by Charles E. Wilson, president, after earlier approval by the company's board of directors.

Slated for the manufacture of steam turbines and electric generators, completion of the plant is spreading over 19 acres.

SELL the rich, progressive market that's showing great post-war industrial growth . . . sell it through its leading newspaper—The Gazette!

1ST ADVERTISING
in CIRCULATION
READER
CONFIDENCE

YOUR BEST BET . . .

Schenectady GAZETTE
REYNOLDS-FITZGERALD, INC. National Representatives

**FOLLOW the
MAIL ROUTES . . .**

...to BETTER advertising RESULTS!

Direct mail tells your sales story speedily, economically, successfully.

Ahrend-created campaigns have been following the direct mail routes for 54 years . . . with a "know-how" that has won for Ahrend clients 21 national awards within the past 4 years.

Let the Ahrend staff of experts work for you . . . from developing the idea to mailing the finished pieces. You'll find "Created-by-Ahrend" means RESULTS.

D. H. AHREND COMPANY
Creative Direct Advertising

333 EAST 44th STREET • NEW YORK 17, N. Y. • MURRAY HILL 4-3411

..... **bag closer**, a product of the Richardson Scale Co. and exclusively distributed by Bemis Bros. Bag Co., is again available. A 100% portable machine, it functions on friction drive—requires no motor or electric power for



LIGHTWEIGHT SEALER has no motor—it functions on ball-bearing friction drive.

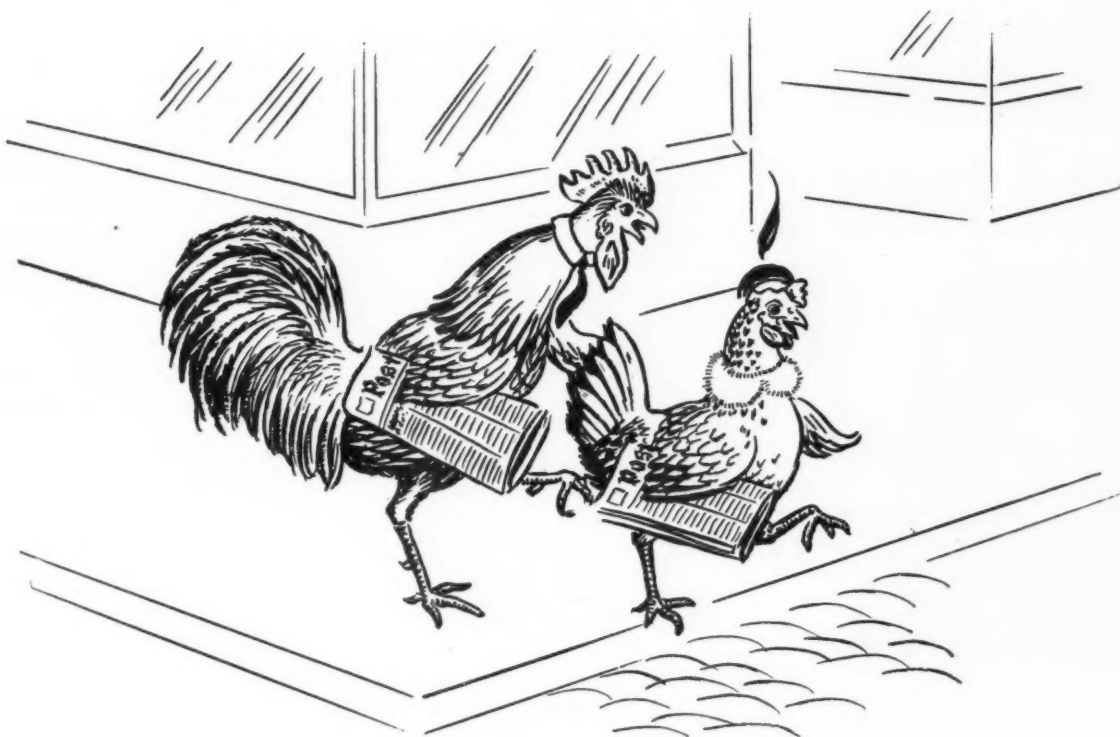
operation. As the Richardson Bag Closer is drawn across the top of the bag, friction rollers rotate on double-row, felt-sealed ball bearings, which require no lubrication and transmit power to the needle through a train of gears operating on oilless bearings. The complete machine weighs only eight pounds—and has a highly polished finish which prevents the collection of dust. Although the demand for the bag closer is extremely heavy Bemis Bros. Bag Co. report prompt shipments.

..... **dry ink concentrate**, one small packet of which makes a quart of ink, is being marketed by W. I. Davids & Co. One simply drops the contents of the small envelope into a quart receptacle, adds water and stirs a few times to obtain an ink which is said to flow freely, dry almost instantly. The fluid has perfect color and clarity. The wide range of colors available includes blue-black, red, violet and green. The Davids Ink Packets retail at 35c.

SALES MANAGEMENT

Riddle me This

WHY DOES A BUYER CROSS THE STREET?



TO SAVE MONEY, of course! Which reminds us that advertisers, too, can save money if they cash-in on the TWO-FOR-ONE sale that's always going on in Pittsburgh's Post-Gazette. The Pittsburgh newspaper with the largest daily circulation—it's the **ONLY** one that adequately delivers the market's **TWO MILLION** suburbanites, as well as the **ONE MILLION** central city folks. Yes, sir! In the Pittsburgh Market **ONE** Medium will sell it at **ONE LOW COST!**

Concentrate  *in Pittsburgh's*

POST-GAZETTE

One of America's Great Newspapers

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES

New York • Chicago • Philadelphia • Boston • Detroit • San Francisco • Los Angeles • Seattle

DECEMBER 1, 1946

You know

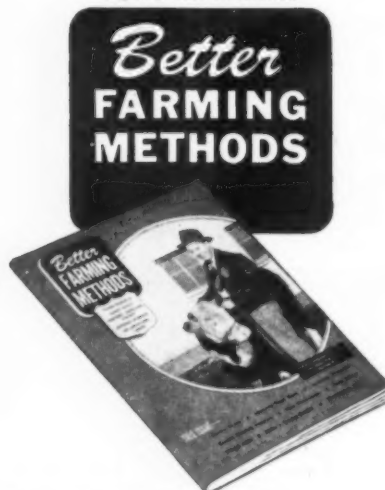


Do you know



FOR **18** YEARS
BUSINESS MAGAZINE OF
COUNTY AGENTS
VO-AG TEACHERS
EXTENSION LEADERS

14,000 CCA Circulation



WATT PUBLISHING CO., MOUNT MORRIS, ILL.

Shop Talk

Los Angeles: This the far end of the trail on this western trip. Next week, the big town by the lake where Sales Management was born, and back to Manhattan in time for Thanksgiving.

The "Industrial Revolution of the West:" Any reporter who digs for editorial gold out here is likely to find himself embarrassed by riches—as I have been. The black notebook, whose binding now resembles drapery fringe, is stuffed with enough notes to keep SALES MANAGEMENT's field editors in this section (four of them now: Seattle, Portland, San Francisco and Los Angeles) gainfully occupied for months to come. The region is admittedly suffering from king-size growing pains, but the people are here and still coming, the spending power is here, and perhaps more important, the business community is activated by a tremendous optimism and a well-to-do of epidemic proportions.

These Are Some of the Industries to Be Watched: *Apparel:* Second only to New York now and backed by spectacular promotion. It's spear-headed in Los Angeles, but Seattle, Portland and San Francisco are all active. *Frozen Foods:* One of the newer industries, developing rapidly. *Plastics:* A "maybe" for the future, but already making news. *Wine:* New York will find California competition stiffer and stiffer. *Furniture:* Pool car shipments will give western companies new opportunities for market expansion. One big Chicago retailing house alone had eleven buyers in Los Angeles in early November arranging for an "All-California" house. *Giftwares:* Definitely going places.

Sales Managers' Clubs in the West: Seattle organized a sales executives' club late in October, San Diego is crystallizing. Portland has been active for some years. San Francisco's 2-day regional meeting October 31 and November 1 (See SM Nov. 20) drew a registration of around 400, and Los Angeles will be host to the next Annual Meeting of the National Federation. I talked this week with President Danielson and convention Chairman John Christie, who let me in on some of their plans for next June. They're determined to break all previous Federation attendance records—and they'll do it. You'd better put the dates on your calendar right now—June 3, 4 and 5. And bring along your red tie to wear to an outdoor Spanish barbecue.

Post Mortem: While we're on the subject of the San Francisco regional get-together, other clubs might pull an idea out of this postscript. On the Thursday night following the convention the Sales Managers' Association held a dinner meeting whose sole purpose was review and appraisal of the 2-day program. Three club members summarized and criticized the talks, made suggestions about ways for improving the next meeting. The membership got some concrete and constructive answers to two questions: "What did we get out of it that we can use?" and "How can we make the next regional meeting even better?"

Wine from These Grapes: While I was in San Francisco I had an opportunity to drive through the Napa Valley wine country and to go through one of the wineries. One day there was a productive lunch table conversation with the Wine Institute. The Institute is doing a bang-up promotion job. Much of the newspaper and magazine advertising and the wine-theme department store window promotions of fabrics, hats, shoes—even cosmetics—that you may have noted re-

SALES MANAGEMENT

cently was inspired and abetted by the Institute. (SM's San Francisco editor will tell this story in one of the next two or three issues.) Add to the budget of the Institute the money being spent by the Guild and by individual big-name brand owners like Schenley, and you'll discover that wine is now one of the two or three biggest promotion-money industries in the West. San Francisco, incidentally, is the wine bibbing capital of America—more wine is consumed there per capita than in any other market.

Balance Sheets—and Apple Pies: You'll find a pictorial report (pages 46 and 48) in this issue of what appeals to me as one of the most significant demonstrations of sound public relations that has been introduced into business in a long time: the field stockholders' meetings sponsored by General Mills. The film "Operation '46" about which the current series of meetings is built, attempts to interpret and popularize the figures in the balance sheet.

It shows, for instance, that "Goodwill" is carried on the books at a value of \$1—"because no one knows what it is really worth." However, says Comptroller Gordon C. Ballhorn, in part of the script, "it is the *single most important dollar on the balance sheet*, because it represents the goodwill and friendship of the public for General Mills. That dollar is the cornerstone of our 75-million-dollar net worth."

No opportunity is lost by this company to sell both its employees and its stockholders on the values built by continuous advertising. In explaining why the firm went into the appliance business, for example, and why the "Betty Crocker" name was attached to the new electric iron. Chairman Bell told his stockholder group, "We realized that (as a result of years of advertising) we had a paved highway into the home through Betty Crocker—a highway capable of carrying much more traffic."

Politics: Of all the editorial comment on the Republican sweep, I liked best the front page editorial which appeared in the *San Francisco Chronicle* over the signature of George T. Cameron, Publisher. In it he said, "The Republican party has not yet won a victory; all it has won is an opportunity."

Ubiquitous Survey: So far as my selfish interest in SM is concerned, the thing that has most stimulated my pride on this trip is discovery of the range and extent of use of our annual Survey of Buying Power by almost everybody who deals with sales, media and market analysis. Its uses are infinitely varied, but one of its most popular applications has been as a tool in the hands of distributors and retailers and branch offices to sell factories back East on the necessity for allocating more scarce goods to the Coast. The *Portland Oregonian's* experience is a good example. Through the paper's advertising agency, MacWilkins, Cole and Weber, the *Oregonian* put out a market booklet for the use of its customers in which a substantial share of the source material was taken from the Survey. It told such a convincing story that many a local wholesale and retail outlet was able to get increased shipments, and the *Oregonian* business department called the piece one of the most successful promotion efforts the paper had ever sponsored. To mention but a few other instances, I found the Survey in use at the *Seattle Post-Intelligencer*, in the industrial department of the Seattle Chamber of Commerce, at the *Oregon Journal* (where I had a fine talk with Vernon Churchill, president of the Advertising Association of the West), at the regional office of the Bureau of Foreign and Domestic Commerce in San Francisco, at the *Los Angeles Examiner* and the *Times*, the Los Angeles Department of Water and Power, and in each of six radio stations and Pacific network offices I have called on here and in Hollywood. I shall have a cheerful earful for Research Director Prescott and his slide rule experts when I reach the home office.

A. R. HAHN
Managing Editor

In Washington
more people ask
for the Times-
Herald than for
any other news-
paper and they
will ask for more
of your product
in just the propor-
tion that they ask
for more of ours.

George T. Cameron
Editor and Publisher

★

TIMES-HERALD . 249,576*

The STAR . . . 211,046

The POST . . . 166,696

The NEWS . . . 104,461*

as of March 31, 1946

*5 day average Mon. thru Fri.

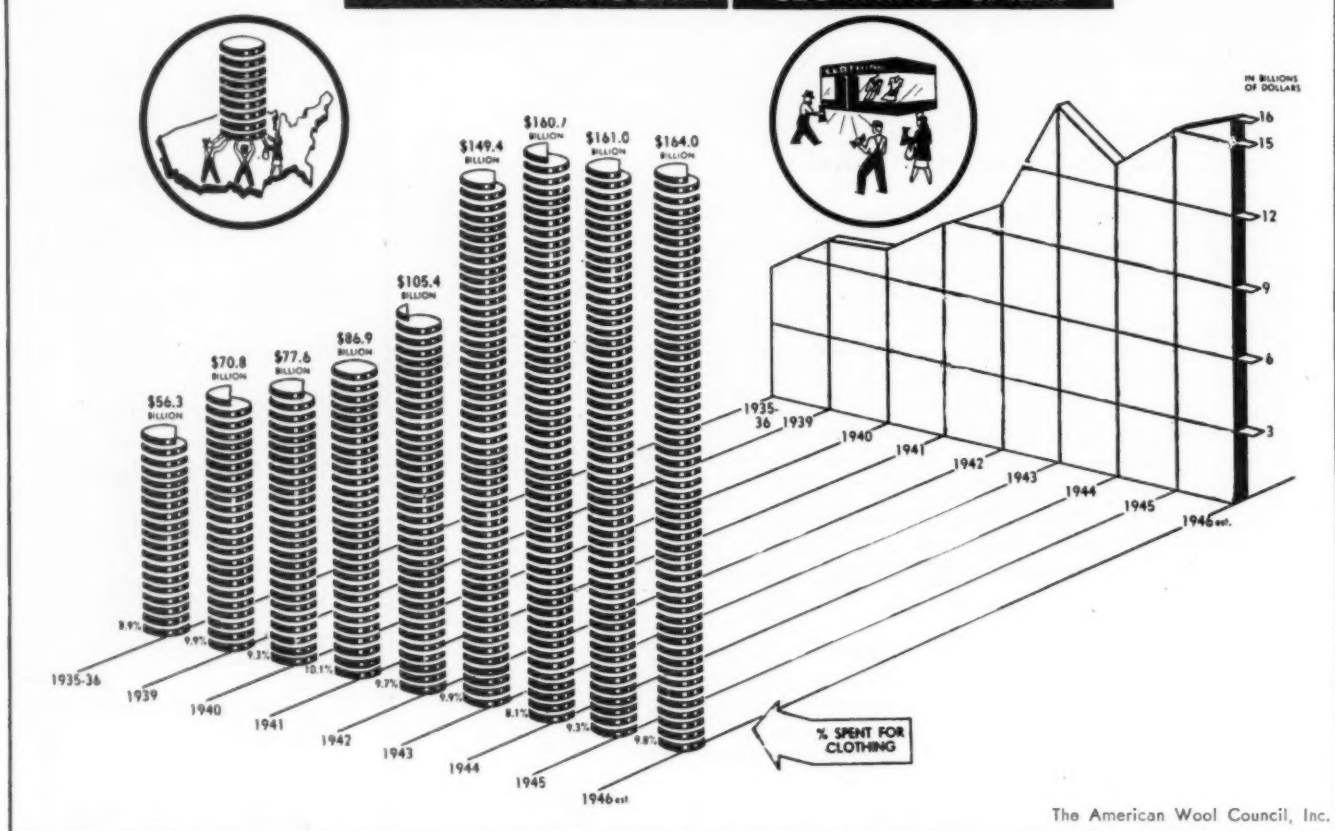
Times Herald
WASHINGTON, D. C.

★

National Representative
GEO. A. McDEVITT CO.

NATIONAL INCOME

CLOTHING SALES



The American Wool Council, Inc.

THE RELATIONSHIP between national income and dollars and cents clothing sales. In the peacetime future sales will be 50% greater than during the pre-war past, the American Wool Council predicts in its analysis.

Sales Outlook for Textile Clothing: Markets Are Growing in New America

American Wool Council analyzes effect of population and income shifts on the expenditures for clothing.

Clothing sales in the peacetime future will be at least 50% greater than during the pre-war past, with accompanying advantages for textile and garment manufacturers and retail merchants, it is predicted in an analysis of past and present clothing requirements, titled "Sales Outlook for Clothing in the New America," published by the American Wool Council. The report, illustrated with graphs and charts, was prepared by F. Eugene Ackerman Associates, industrial relations consultants, who direct the operations of the Council.

Present clothing sales are running at the rate of 16 billions annually, as compared with 5.6 billions in 1935-36, the reports states. Both totals represent approximately 10% of the national income for those years, and they represent also the average an-

nual percentage of family expenditures for clothing. This percentage, it is stated, remains constant in good times and bad, with the dollar value fluctuating annually according to the size of our total national income.

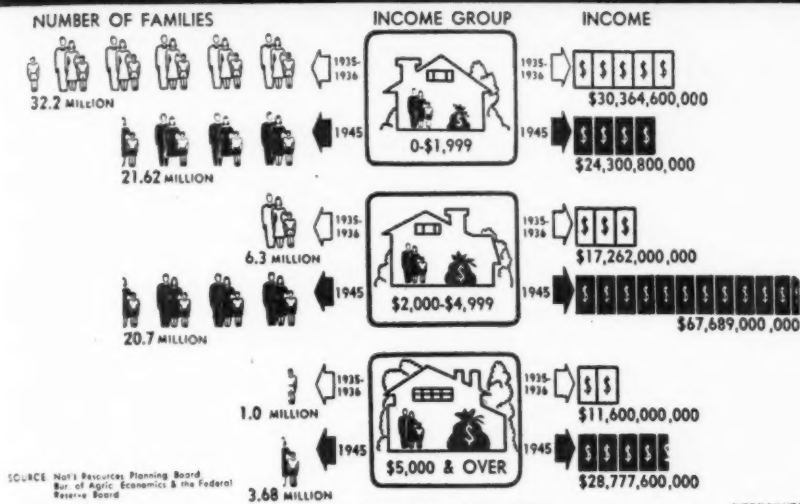
The high levels of clothing sales, the report says, do not constitute a "buying spree" as Government agencies have claimed. It is the normal result of our present economic levels, with every evidence of being continued.

The highest levels of employment and wages in our history are responsible for the emergence of a new, selective buying public which previously was only able to satisfy its basic needs, the analysis declares. As illustrations, the report cites that whereas in 1935 and 1936 there were only 1,000,000 families with incomes of

\$5,000 or over amounting to \$11,600,000,000, in 1945, 3.68 million families received incomes in these brackets amounting to a total of \$28,777,600,000.

The number of families having incomes of from \$2,000 up have increased from slightly more than 7,000,000 in 1935 and 1936 to 24,000,000 at the present time. Total spendable incomes during the 1935-36 period amounted to less than \$29,000,000,000 whereas today their total spendable income is in excess of \$96,000,000,000. In the low income groups with annual incomes of less than \$2,000, there are today some 21,000,000 families receiving total incomes of \$24,300,000,000. In 1935 and 1936 this low income group, numbering more than 32,000,000 families, represented \$30,000,000,000 of the total national income of \$56,000,000,000. Continuing further, the report emphasizes that today the income groups from \$2,000 up are in receipt of a total spendable income

THE MIDDLE CLASS HAS BECOME LARGER & MORE PROSPEROUS



MORE PEOPLE WITH MORE MONEY: The shift in status of millions of American families from subsistence-income levels to the middle and upper brackets in the past ten years is an index to greatly increased demands for both more and better clothing.

which is \$40,000,000,000 larger than is the entire total national income during the 1935-36 period.

The study concedes the influence of higher prices on present total clothing expenditures, but it points out that yardage in all textiles and units in all types of clothing are far greater than in any other period in our history. Expenditures for clothing at the present time are on an average of \$274 per family in comparison with an average of \$173 per family during the period from 1935-39.

The population of the country today is given as 141,000,000, of which 25% are under 15 years of age, 35% are between the ages of 15 and 44 years, 27.5% are between the ages of 35 and 64, and 12.5% are 65 years and over. The study estimates the population for 1950 at 145,460,000, and for 1960 at 153,375,000.

The report draws the following conclusions:

1. The percentage of total national income spent annually for clothing is rigid as a whole, fluctuating only slightly over prolonged periods.
2. The slightest variation in the over-all percentage of total income spent for clothing—even a fraction of 1%—means a colossal change in dollar sales.

Many factors contribute to increase, the report states:

"When we consider these facts in relation to recent changes in both income and population status, we get

the following clear view of the future in regard to clothing sales.

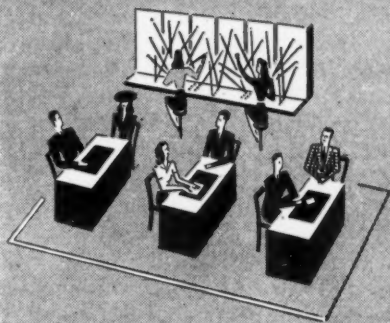
"The increase in total income has resulted in a large decline in very-small-income groups, and a corresponding rise in medium and comparatively large-income groups. Thus, people who had previously bought cheap clothing, and only as much as was absolutely necessary, due to scarcity of money, now are in a position to buy more and better clothing.

Shift to Industrial Centers

"The migration of the population has been to the West and Southeast, the sections wherein the proportion of income devoted to clothing expenditures is higher than the national average. Further, most of these people have settled about the new industrial centers, the urban communities. Here again is an increase because of the higher percentage spent for clothing in cities than in towns and villages.

"In considering the volume of fibers used in producing apparel textiles," the reports states, "one fact of fundamental importance emerges. This is that while the United States produces a surplus of cotton above its needs, and rayon production is anticipating increased consumer requirements, this country must now import between 80 and 90% of all apparel wool used. In other words, this Nation has become dependent upon foreign sources 25,000 miles away, the round trip, for fiber most necessary to our peacetime health and comfort, and the most essential to our military forces in time of war."

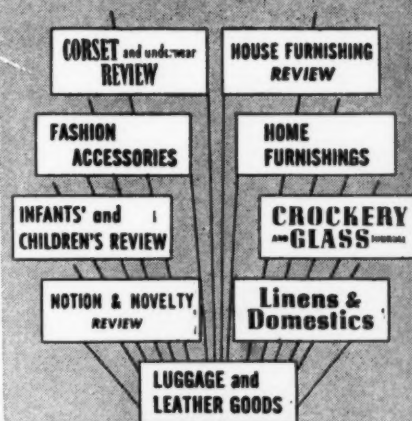
**"information please"
for the
merchandising world**



Over the phone... by mail...
by personal visit... thousands
of requests for information
pour into Haire Readers'
Service Department.

Four vital fact sources
back the authority of this
Readers' Service staff:
continuous files of all
Haire Publications; the
Haire Merchandising Library;
the sixteen annual directories;
plus the Haire editorial staffs
and their network of
correspondents.

The confidence earned by Haire
"Information Headquarters"
is reflected in the advertising
lineage of each of the nine
Haire Merchandising Papers.



HAIRE

MERCHANDISING PAPERS

HAIRE PUBLISHING COMPANY
1170 Broadway, New York 1, N. Y.

New York • Boston • Pittsburgh • Chicago
Detroit • St. Louis • Los Angeles • Atlanta • London

Survey Sheds New Light On Gift-Buying Habits

Just when Christmas shopping lists are engaging everybody's attention, the Jewelry Industry Council comes up with a timely and illuminating report on American gift-giving habits.

According to the report, which is based on a nation-wide survey by the Elmo Roper research organization, most of the gifts married men buy

are for their wives, but husbands receive only about one of every 10 gifts their wives purchase. Gifts of jewelry store merchandise score as most popular with givers and recipients, the researchers learned, with clothing and dress accessories runners-up.

Gifts of jewelry store items received first mention as the kind of

gift best liked by those receiving gifts. Of all gifts given over the year covered by the study, about one-third were of the "jewelry store type," 22% being personal items and 10% household items.

Other findings revealed in the report are these:

Nearly everyone (96%) buys at least one gift a year.

Three people in four (74%) buy at least one gift between Christmases.

More than half the people buy at least one gift every three months.

Twenty per cent buy a gift at least every month.

Women "out-buy" men when it comes to gifts. They buy twice as many as men do. Young people, the report shows, purchase more gift merchandise than their elders.

Percentages and Families

Most people (63%) say they make up their minds in advance about what they wish to give as a gift, while 31% say they "shop around" for ideas in various kinds of stores.

About a third of those who decided in advance on the particular item they wished to give someone, revealed that they had made the selection because they had been "tipped off" as to what the recipient preferred. Thus it is shown that most gift selections are the result of consideration and advance knowledge, rather than mere impulse.

According to the study, married men purchase 44% of their gifts for their wives, whereas wives give only 9.6% of their gift purchases to their husbands.

After their wives, married men purchase 11% of their gifts for sons, 9% for daughters, 5% for women friends, and 3% for mothers. Married women, it is shown, give 20% of their gift purchases to women friends, 13% to "new babies," 10% to daughters, 6% to sons, and "men friends" account for 2%.



You save when you put your selling dollars where you *know* they will bring results! Take the

Lawrence market, for instance . . . in 1945 we quoted its buying power as being \$89,734,000; its retail sales as \$50,686,000.

Now, in 1946, the Sales Management Survey reveals annual sales approximate \$52,942,000 and the buying income is \$90,480,000.

Sales and buying power are *up* in Lawrence . . .

that's why your ad-story has a better chance for results when it's directed to America's Capital of the Woolen and Worsted Textile Industry.



Reach the people who are better able to buy your product. Reach them thru their daily newspaper — the Eagle-Tribune. Read in 95 out of every 100 homes. ABC Circulation over 35,000.

Serving hundreds of national advertisers

The EAGLE-TRIBUNE
LAWRENCE, MASSACHUSETTS
WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES



SALES MANAGEMENT

Man hurt...

In July, 1945, an elderly man hit by a truck and seriously injured...lay unattended on a downtown Chicago street for twenty-six minutes before a police squad car picked him up.

This shocking incident stressed the shocking fact that despite budgets of tens of millions for public welfare, the city did not own a single ambulance...was used by The Chicago Sun to spearhead a campaign of documented case histories daily...Within a week, letters from Sun readers and civic groups moved the Mayor to appoint a sub-committee...In the next month, came the endorsement of the South Lodge BPOE, the Back of the Yards Neighborhood Council with 168 organizations and 20,000 members...By Armistice Day, the American Legion, Cook County League of Women, Chicago Woman's Aid, the AFL, CIO, other groups totalling some 827,000 registered voters...On November 28, the City Council sub-committee reported favorably...On December 16, an official was appointed to head the new emergency ambulance service...On January 10, \$70,000 for ten ambulances was approved in the 1946 budget...And another Chicago newspaper credited the accomplishment to The Sun's six-month campaign.

THE SUN gets action in Chicago...from people who wanted this newspaper, read it by choice and not compulsion, believe in what it stands for, give their response not only to its editorial efforts but to its advertising columns as well...And while the Sun circulation of more than one-third of a million...at five cents per copy...doesn't reach everybody in Chicago, it reaches enough people potent enough to make The Sun a proven advertising medium...first choice of many retailers, second in standing with Chicago department stores, productive for hundreds of small independent neighborhood grocers...Enough people, potent enough, that no advertiser today reaches the best and the most of Chicago without The Sun!

THE CHICAGO SUN

400 West Madison St., Chicago 6, Ill.

250 Park Avenue, New York 17, N. Y.

National Representatives: The Branham Company



*America's most
prosperous
Major City!*

Long Beach, California
... population nearing 300,000!

Adequately Covered By ONE Great Daily!

Now Nearly
80,000 Net
Paid Daily
Circulation

Press-Telegram

Represented Nationally by Williams Lawrence & Cresmer

★ Sales Managements 1946 Survey of Buying Power

**OUR
BUSINESS
IS SALES,
TOO!**

Address—Sales Department

● We sell service—the sum total of all the things that make business meetings, luncheons and conventions a positive success at the Hotel New Yorker. Check these reasons why smart planners always make the New Yorker their headquarters:

1. Its central location—on the busy West Side—is convenient to all business, shopping and amusement areas.
2. Access to Pennsylvania and Long Island Railroad Stations is made easy by direct tunnel connection.
3. Facilities for every type of function can accommodate up to 1000.
4. It offers more for your hotel dollar in food, service and appointments.

Modest rates and unparalleled facilities make the New Yorker a logical choice for your next important sales meeting.

Hotel NEW YORKER

Member—American Hotel Association

34th Street at Eighth Avenue, New York 1, N. Y.

Direct Tunnel Connection to Pennsylvania Sta.

Home of Protich-Royed Bathrooms... They're Ultra Violet Roved

FRANK L. ANDREWS, President

2500 ROOMS from \$3.85

Promotion

Frozen Foods in N. E.

New England Newspapers Advertising Bureau (516 Statler Building, Boston) is offering the "Second Supplement to the Eighth Annual Survey of Retail Distribution of Grocery Store Products in the New England Market." This is a study of frozen food outlets in the 37 cities which participated in the 1946 survey. It contains a full description of New England regional sales territories, a summary of grocery stores surveyed, analysis of city size and store types, present aspects for frozen foods. In conclusion there is an especially valuable set of tables of frozen fruit and vegetable packs from 1937 to 1944.

Housewives Want Equipment

Woman's Home Companion has reprinted pages from its recent issues to show its coverage on household equipment. Stoves, refrigerators, modern kitchens—all illustrated and explained—have been featured in the magazine in recent months, since *Companion* readers—as shown by surveys—list new equipment in these fields of special interest. There is also a section, "Coming Up!" which gives coverage on new ideas in household equipment.

Collier's Measures the Market

More than 30% of urban U. S. families plan to buy new cars, radios; the demand for household appliances varies from 10.8% of families for food mixers to 20.9% for washing machines. These are some of the facts brought out in a recently conducted survey by *Collier's*, covering 125 cities and towns with a population of 2,500 or more. Some 8,000 people were polled by personal interview; the cities and towns used are in 44 states. For a copy of "The *Collier's* Market—A Qualitative Survey," write the magazine; 250 Park Avenue, New York City.

How Norte Functions

"A 10 minute story on International Advertising," by Norte, gives a clearer picture of advertising through the medium of international magazines. Laid out in charts, the piece considers such topics as average lineage per issue international consumer magazines (by languages) and circulation growth among international magazines. Write American International Publications, Inc., 101 Fifth Avenue, New York City, 3.

SALES MANAGEMENT



Designing to Sell

(Captions read clockwise)

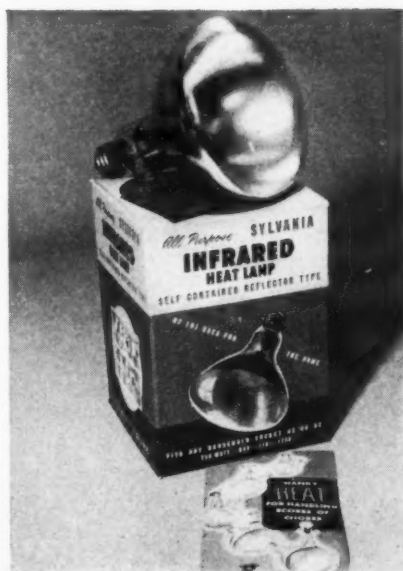
PRINCE MATCHABELLI GIFT NOVELTY: A shining brass perfume bell has a real clapper and contains three one-dram crowns of perfume, Duchess of York, Ave Maria, and Katherine the Great. The bell, topped by a red bow, may be hung on a Christmas tree. A smaller bell set is available.

APPLE PYEQUICK: The newest Betty Crocker product of General Mills, Inc., is a prepared pie mix complete with pastry, filling. It produces two-crust pies with a home-made flavor in less than half the usual mixing time.

PACKARD ELECTRIC SHAVER: It is equipped with four round heads, without sharp corners or angles, which makes it possible for beginners to shave expertly the very first time, merely by keeping the four round heads in contact with the face. A special rubber cushion below the head mounting protects the motor from dust, hair chips. Made by Lektro Products, Inc.

REVOLUTIONARY INNER TUBE: U. S. Rubber Co. says extra butyl rubber in the tube's square pockets will crowd around a puncturing nail so that the tube loses air at a slower rate. It will permit a driver to proceed a greater distance without repairs and is expected to meet wide market acceptance.

INFRA-RED LAMP: It is claimed, among other things, that the small appliance will defrost a refrigerator, dry dishes, dry clothes, deflea a dog, ease pain, warm up a cold car motor, dry films and prints, dry hair, thaw out frozen water pipes, and warm up kennels. It is pleasingly gift packaged and manufactured by the Sylvania Electric Products Inc.



Washers Wash, Refrigerators Cool, Radios Play, at United's Showrooms

Based on an interview by Bernard G. Priestley with
JOSEPH MASS • President, United Distributors, Inc.

United Distributors' five-story Boston home is wired and piped for "live" demonstrations of anything from a single home appliance to a complete model kitchen. It's suitable for dealer demonstrations to one prospect or to groups.



"PERFECT DISTRIBUTING CENTER": This designation sums up the aim of United's showroom to cope with buyers' market.

A little more than a year ago United Distributors, Inc., Boston, set out to create "The Perfect Distributing Center" to provide the best possible facilities for its dealers and itself to cope successfully with the coming buyers' market. Today manufacturers and wholesalers from many parts of the country are declaring that the lofty goal has been reached.

"If anybody can think of anything we overlooked," states Mr. Mass, without the slightest tinge of bluster, "I promise to start working on it tomorrow."

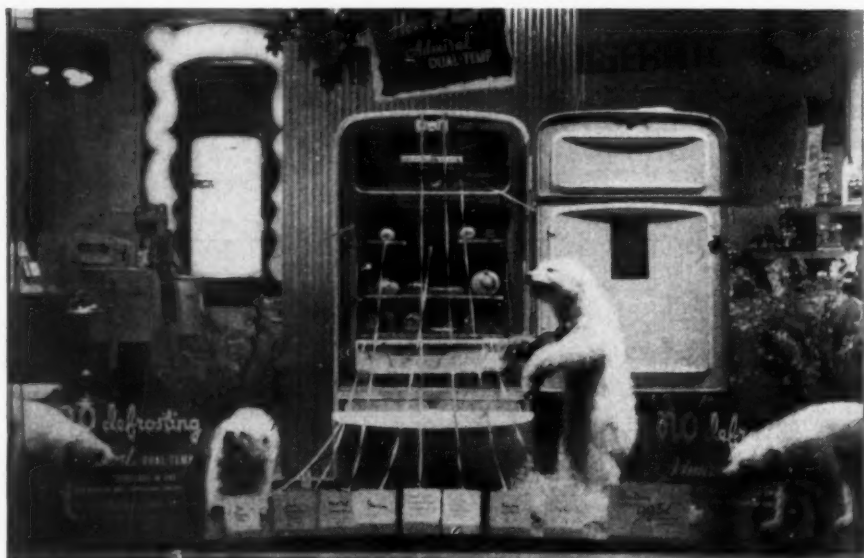
One of the first moves Mr. Mass made in starting the venture was to add Merrill K. Thompson to the company's executive team. For 21 years Mr. Thompson had been head of the household appliances and radio department of R. H. White Co., one of the leading Boston department stores. He, Mr. Mass reasoned, is intimately acquainted with the dealer's viewpoint as to what would constitute a perfect distributing center. And wasn't the main idea the erection of a new house that would be just what the dealers wanted?

Mr. Thompson, familiarly known as "Tiny" (because he's six-feet-four and weighs 270 pounds), immediately pitched in with Mr. Mass on the job of creating the new establishment. What improved facilities one couldn't think of the other did. When both got stuck, aid was sought from other executives of the company and experts from outside.

First, plans were outlined for a new building, in an ideal location.

was an important factor in the decision to purchase the structure. It is on Commonwealth Avenue, one of the most important thoroughfares leading into and out of downtown Boston. Surface cars stop in front of the door. Many thousands of automobiles pass daily. It's only a short way from much-traveled Cottage Farm Bridge and from Braves Field, home of the Boston National League Baseball Team. At least 400,000 people mill around that vicinity during a day and evening.

The building is five stories high and contains more than 220,000 square feet of floor space. With the interior extensively remodelled, The Perfect Distributing Center is now utilizing about 100,000 square feet on the two lower floors and in the



UNVEILING: This is the window display in which United Distributors heralded to its dealers and the Boston public the Admiral Corporation's Dual-Temp refrigerator.

Estimated costs ranged around \$300,000. But skyrocketing prices for building materials and Government regulations stopped these plans. United then bought a well known but youthful landmark, the former Noyes-Buick Building, offering ample space for displays, special rooms for dealer aid activities and general offices, and also large storage areas, a spur track, truck and automobile entrances and other features.

Location, Mr. Mass points out,

basement. The rest is being rented.

The new home represents a terrific jump over the tiny quarters where Mr. Mass started business in Boston in 1937—a business in which he not only served as proprietor and manager but also as salesman and at times even deliveryman and warehouseman. It is also nine times larger than the quarters to which the business was moved a few years later on Vassar Street, Cambridge, across the Charles River from Boston, and where it re-

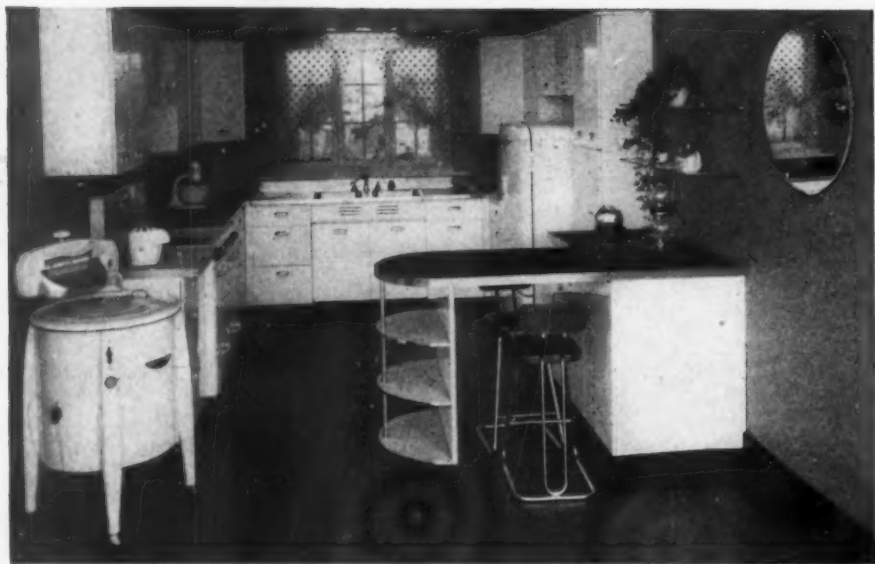
SALES MANAGEMENT



My! My! The newspaper situation certainly has changed in Cincinnati!

If you lived in Cincinnati, you wouldn't be surprised—for Cincinnati's solid citizens see everyday evidence of The Enquirer's forward March. A better, smarter, more interesting newspaper—edited and made up, down to the minute. All of which has made a forward march in The Enquirer's circulation. Here's the significant 10-year record: *Daily Enquirer* up 46.8%, other two papers down 9.2% and 8.5%. If you're interested in getting in solid in the solid Cincinnati market, schedule your campaign to appear in the reader-liked pages of the up-and-coming Enquirer. Represented by Paul Block and Associates.

Use The Cincinnati Enquirer to get in solid with Solid Cincinnati



PACKAGE SALE: United Distributors finds it easier to sell a complete kitchen or laundry—or both—at one time than to sell prospects separate appliances and cabinets at different times. Each model display is ready for "live" demonstration at the turn of a knob.

NEW HOME: There's ample space in which to effectively display the New Home sewing machine and other home appliances and flooring. The entire front part of the first floor is occupied with displays. The "Radio of the Hour" is displayed under lighting effects.



mained until the recent removal.

When The Perfect Distributing Center was opened, the house warming continued for a week. Instead of having all the dealers come in on a single day, United invited them in groups of 100 or more daily, so each dealer could be individually greeted and shown around. Mr. Mass, Mr. Thompson and more than 20 other executives and salesmen of the company participated in the welcoming. Many factory executives of the lines United carries were there, too. A feature each day was the formal presentation, for the first time in the country, of the Admiral Dual-Temp Refrigerator and the Speed Queen

Automatic Washer.

Proclaiming the new location from a distance are two huge electric signs atop the building's roof. One can be seen nearly 20 miles away in Concord, Mass. The other is plainly visible from Boston's crowded Kenmore Square, a mile away. Both are illuminated in colors until late at night.

On either side of the 20-foot-high glass front entrance to The Perfect Distributing Center are five huge windows containing displays that would make a department store display manager take a second and even a third look. Thousands of persons are viewing these displays each day

and evening. (They're illuminated well into the night.) They will be kept up-to-date—displays for the various holiday seasons, etc.

On seeing the window displays, scores of people are already entering the establishment daily to make inquiries. They are treated with respect and courtesy and given demonstrations if they wish. No sales are made to them, however, because they must buy through their neighborhood dealer in United's lines.

The entire front part of the interior of the first floor, a space of 4,000 square feet, is also given over to displays in modern settings created by recognized artists in designing and decorating. Fluted glass is employed as a background for some of the displays. Others are ingeniously built around giant pillars which are an outstanding part of the architecture of the interior of the building, originally a replica of an English castle. Many of the displays are spotlighted.

Occupying a prominent location in the display area is the radio room, decorated in coral and peach. A full-size fireplace and rich living room furniture lend a homelike atmosphere. Here the "radio of the hour" is displayed under special lighting effects.

A large corner section is devoted to a model all-electric kitchen and laundry. Near it are shown various major appliances — refrigerators, washers, ironers, sewing machines. A prominent niche is used to exhibit tiles in a variety of colors.

A black strip of inlaid flooring leads from the main entrance to wide marble stairs going to the second floor. In the center of the strip, in contrasting colors, is the United Distributors insignia and its familiar slogan, "Your Friendly Distributor." Where the upper part of the stairway divides, half going to the right and half to the left, is an illuminated panel in which the names and insignia of all the lines distributed by the company stand out in bold relief.

At the head of the divided stairs is a spacious lobby designed for the comfort and convenience of dealers calling at the executive offices. A smiling, polite receptionist greets all visitors. The lobby has a richly colored linoleum floor, easy chairs and upholstered seats. Along the wall are large illuminated photographs of the various factories supplying United Distributors, and beneath each picture is displayed a product made in that plant. Every executive of United is ready to greet dealers. The offices of Mr. Mass, vice-president Thompson, vice-president and comptroller Nicholas Mecurio and others have

SALES MANAGEMENT



STOP PEEKING: This window display invites the public to come in and operate a Speed Queen ironer. United Distributors' five large show windows attract scores of people who receive demonstrations, but prospective purchasers are referred to local dealers.

entrances from the lobby. No railings to stand at for half an hour before getting into an office.

Outstanding among the facilities offered especially for dealers on the second floor is an auditorium with a capacity for more than 100 people. This room is decorated in two-tone green, has fluorescent lighting and an air conditioning system, as have all the rooms and offices. Here the dealer can bring a large church or club group, for example, and demonstrate on a stage any items carried by United. Or, he can pull back the draperies serving as the stage background and show a complete electric kitchen and home laundry in stainless steel and white enamel.

Nearby rooms give the dealer a chance to exhibit and demonstrate complete lines of one type of item. For instance, one room is given over to various models of sewing machines, another to radios, still another to kitchen equipment and appliances, including model kitchens. Every room is equipped for "live" presentations. The radios go, the refrigerators are in operation, the sewing machines are ready to sew.

In the back part of the first floor of the building are 2,600 square feet of space devoted to a super service station for radios, washing machines and other appliances, and a section housing hundreds of different parts for various appliances.

The reception room is different from the run of the mill type. Decorated in maroon and green, it has restful chairs and divans in green leather.

The service setup enables a dealer who cannot repair an appliance in his own establishment to rush it in

for quick and efficient repairing by experts. He can bring it with his car or truck, park in a large area and enter the service department directly by a side door.

Some of the best features of the new home are located in the basement, for transportation reasons. For instance, there's the Tile Department.

The dealer's truckman can drive right into the department and load up. Nor is his take-out confined to tile in almost unlimited quantity or variety. This department is unusual. It carries many kindred items—medicine cabinets, towel racks, glass holders, and others. When the dealer buys the tile, he can get all the "fixin'" to go with it. No running around to eight or nine places to obtain one item in each.

Then there's the Shipping Department. Trucks can drive right in and take shipments away. Four can load simultaneously. This department also offers every facility to help in the handling of heavy appliances, and workmen are always available to give a lift.

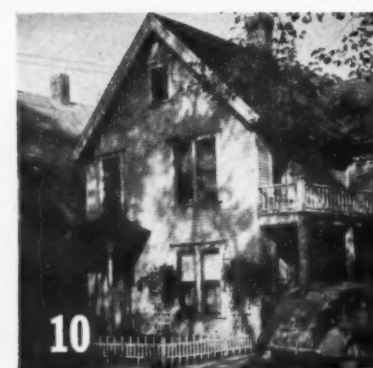
Storage space seemingly runs into acres. Perhaps there's a little too much of it at present but Mr. Mass says that it will all be utilized just as soon as production really rolls. "For example," he states, "one or two thousand square feet don't go anywhere in storing refrigerators. And as for kitchen cabinets, a 15,000-foot space already is filled. We're determined to have all our stocks immediately available to dealers through storage in our own headquarters. We consider this type of service of great importance."

(Advertisement)



Courtesy, "Tide"

"I see the Women's Groups are all on the up-swing—but it's Macfadden Women's Group that's 1st again!"



CAN YOU

These 10

"WHO'S DOING THE BUYING? WAGE EARNERS. OF COURSE! 72% OF MY APPLIANCE SALES GO TO WAGE EARNERS! I COULD HAVE TOLD YOU THAT WITHOUT A SURVEY!"



S. A. Lee, Proprietor
Lee's Furniture Store, Syracuse, N. Y.

"WHO ARE MY BEST CUSTOMERS? THE BEST PART OF MINE, THOSE WITH CASH ON THE LINE, ARE WAGE EARNERS. YOU CALLED ON THEM, SO YOU KNOW."



E. B. Walmsley, Manager
Tuttle Sales Corporation, Syracuse, N. Y.

FOR NEARLY 3 DECADES, THE
SALES MANAGEMENT

CAMPAIGNS AND MARKETING

Test Campaign

A carload of approximately 70 Hotpoint home freezers was sold in two days at St. Petersburg, Fla., September 23 and 24. The sale was held as a merchandising test by the manufacturer with Keesler Electric Co., long established Hotpoint dealer, making the transactions.

St. Petersburg was selected because of the specific characteristics that the manufacturer wanted included in his testing ground. Among these, according to Floyd M. Slasor, manager refrigerator sales division, Edison General Electric (Hotpoint) Appliance Co., was the effect of salt-tainted air on the cabinets' finishes.

Harry Keesler, operator of the retail company, said that as a result of a "waiting list" he sold 10 home freezers before the first advertisement appeared and the others were sold after a quarter-page display advertisement in the *St. Petersburg Times*.

Among promotional pieces used in the merchandising operation were the large advertisement noted and smaller advertisements on two following days. A majority of purchasers said that they had seen the advertisements. The Keesler firm also bought spot announcements on a local radio station; they used window signs, and solicitors telephoned several hundred housewives to notify them of the product offering.

The Florida Power Corp. cooperated by supplying home service girls to accompany the appliances to the homes of their new owners. The

dealer also supplied kits of packaging materials at a cost of \$4.95.

Officials said that 65 of the sales were made for cash while the remaining few were placed on time-payments.

Coincident with the merchandising activity, officials of the store conducted a poll among visitors to the store. Surprisingly, fewer questionnaires were returned than there were units sold, but it was noted that all purchasers had agreed to fill out a statement telling of their reasons for purchasing the units.

Black Light on the Subject

A new trend in advertising display illustration may get its start at the National Exhibition of Automobile Art to be staged January 3-31 at the Detroit Institute of Arts.

Black light illustration, one of the most spectacular techniques developed in the history of advertising, will be displayed publicly for the first time, Halsey Davidson, president of the Art Directors Club of Detroit has announced. The array of black light paintings is the work of Radebaugh of Detroit's New Center Studios, who has developed and refined the use of fluorescent paints in art.

Visitors to the show, including leaders from automotive and advertising circles, will see the work of many of the Nation's top-flight illustrators and will get a look-in on the future through the black light. A special section is being equipped with these lights which impart a feel-

ing of dimension and actual existence to what in ordinary light look like conventional drawings, paintings and photographs.

As a new element in the progress and improvement of advertising illustration, the black light method is expected to have a strong influence on the production of outdoor posters and indoor displays, as well as to assist the engraver in the making of color plates for printing.

Other special exhibits in the Detroit show include Peter Helck's *Esquire* series of "famous automobiles in history," the development of an automobile drawing showing all production stages, and hand-colored composite photographs.



SMILING TRADE MARK . . . This rosy-cheeked little Eve sells Michigan Apples in an Einson-Freeman Co., Inc., display.

Launching New Fabrics

For its new line of all-wool fabrics the North Star Woolen Mill Co. of Minneapolis is launching an advertising campaign in a number of leading fashion magazines. The fabrics, being produced by the 80-year-old firm, are turned into smart apparel for men and women by exclusive quality houses. The colors and qualities of these new North Star fabrics are displayed in the full-page color advertisements running in *Vogue*, *Esquire*, *Harper's Bazaar*, *Mademoiselle* and *Charm*. As the advertisements depict, the fabrics are being used in quality women's coats and robes, men's robes, sport shirts and children's garments. North Star is also developing such specialized fabrics as fine Shetlands, fleeces and shags as well as choice velours and flannels for a variety of uses. The campaign, prepared by Batten, Barton, Durstine & Osborn, Inc., will run over an extended period to sell the "new star on the fabric horizon."



A FLOATING REPLICA . . . of this 24-sheet poster dotting the Nation's outdoor boards was designed for Harney Country Fair, Burns, Ore., by Mr. and Mrs. Raymond Voegtly.

How Ellinwood Dealers Grub For Tractor Sales Ideas

BY JAMES COLLINS

Spot reports from direct-factory dealers shorten time for translating farmer-suggested changes in the "Bearcat."

You see, Ray Ellinwood had been an inventor. His 70 or so inventions were mostly for aircraft, movies and radios. But when the war ended Mr. Ellinwood found himself right out among small farmers with his first postwar product — a small farm tractor.

Being an engineer, Ray Ellinwood wanted his new product thoroughly tested—in this case he wanted farmers to test it. So Ellinwood salesmen took the "Bearcat" to dealers and the dealers took the tractor to farm-

the automobile industry, the big question is, "Can the sales department sell it?"

"Nice balance is needed. Your salesmen must be field diplomats. An idea comes in from farmers, and is weighed, checked, discussed. If our practical field man, and the sales force, consider it good, the engineering department develops and tests it. They hear about it when it is dumped in their laps. Sometimes feathers are ruffled, because the new idea may look like criticism of skillfull engi-



THE MAN BEHIND THE PLOW: R. S. "Bob" Furst, sales executive for Ellinwood's "Bearcat" tractor division, practices what he preaches—dirt farmer testing.

ers. These farmers made no bones about criticizing this point and that—anything that affected the farmer while plowing, cultivating and weeding.

A practical man was assigned to work with the sales department to spot and bring in dirt-farmer ideas wherever they materialized among farmers, dealers and salesmen. No changes in the tractor are made without the approval of the sales department.

"This idea proved to be the missing link in our tractor set-up," says R. S. "Bob" Furst, sales executive of the Ellinwood Industries farm implement division. "But the general procedure is not new. Field tractor people have been doing it that way for years. In

neering and design—here is where diplomacy comes in, too.

"In a tractor, there is the tractor itself, the engine, and the transmission, on which three different engineering groups have worked. They must lean heavily on each other, and misunderstandings can arise.

"But this method of having a practical man in the field, down in the dirt, tends to make things run smoothly—and fast. The time that passes between a new idea and the completed product has been greatly shortened. Farmers and dealers like it, because they get a better tool to work with, and a better product to sell in competition."

Ray Ellinwood began looking into the crystal ball, for postwar products,

as early as 1942, while his war production for the aircraft industry was forcing constant enlargements in a precision factory that was later sold to other interests.

He started Ellinwood Industries at the end of the war and his first product was this "Bearcat" tractor. Mr. Furst worked with him on postwar plans.

Many surveys were made, to discover what people wanted, and from different angles the small tractor was reported, until there was no ignoring it.

Small tractors, to do the work of a horse on places up to 10 acres, and costing less than a horse and work harness, have been built for 30 years.

But they had never won public acceptance. They were "man-killers" to operate, and not dependable mechanically. And they had never been skillfully merchandised.

Mr. Ellinwood's surveys led to the buying of a Southern California concern that, in 10 years, had built several thousand "Bearcats." Visits to a list of owners brought such favorable opinions that Mr. Furst asked if he could pick another list himself—and the results were just as favorable. The oldest tractors were still in good condition, and as for the ease of operation, one 72-year-old did all his work on an eight acre place with this machine.

Next came the question of the distribution method. There were plenty of ways—distributors or jobbers, mail order houses, chain stores. There had been no previous sales—farmers merely dropped in the shop and picked up a tractor whenever they were ready if not already spotted by one of their neighbors.

In the end, the hardest way was chosen, building up an organization of direct factory dealers, who would be building business for themselves while they built for the company.

This takes longest, but gives the strongest organization. There are now more than 400 dealers, most of them having a county for his territory, with some entrenched in two or more counties.

Salesmen call on dealers, always bringing something that will help sell, and listening to suggestions and criticisms.

Currently, salesmen are calling

SALES MANAGEMENT

Conference - 10 A.M.

Present new stock
control idea. Ask
M.M. who will
handle Motions - Get
the chief's reaction
to D.S.E. article.



How Does a Buyer Grow?

Being human, the Department Store buyer is just as interested in increasing his own responsibilities and salary, as in buying well from manufacturers. He wants to show a profit in his own department, of course . . . but he wouldn't mind adding a department — or two or three or five. Someday, he hopes to grow to fit a higher executive's shoes.

When he gets a chance to speak out in conference, you can bet your advertising budget he won't confine his opinions to his own department. He'll try to demonstrate his grasp of the overall problems of management, occupancy, merchandising, selling. That way lies promotion.

So, he doesn't confine his interests — or his reading — to one narrow segment of the department store field. He spends plenty of time on the Department Store Economist, the one broad-

coverage magazine which brings him important news about his own specialty . . . *plus* the general background of fact and opinion he needs to handle greater responsibilities. Consider this very human desire for advancement when you choose a medium to reach alert, forward-looking buyers. Then, concentrate your budget on the Department Store Economist — the magazine which helps big buyers grow bigger.



100 EAST 42ND STREET, NEW YORK 17, N.Y.; 36th and Chestnut Streets, PHILADELPHIA 39, PA.; 29 East Madison Street, CHICAGO 2, ILL.; 1826 Euclid Avenue, CLEVELAND 15, OHIO; 10 High Street, BOSTON 10, Mass.; Rhodes-Haverly Bldg., ATLANTA 3, GEORGIA; WEST COAST: Garfield Building, LOS ANGELES 14, CAL.; Ross Building, SAN FRANCISCO 4, CAL.

PROTECT AND PRESERVE
your
 ART WORK • PHOTOGRAPHS
 PHOTOSTATS • PROOFS
 CREDIT CARDS • RECORDS
 PRESENTATIONS • SHOP CARDS
 by inserting them in

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All sizes. Quick delivery. Save many times their low cost. Write for samples and prices on your company letterhead.

GLENFIELD PLASTICS, INC.
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MINNEAPOLIS
STAR
 EVENING
MINNEAPOLIS
TRIBUNE
 MORNING AND SUNDAY

MORE THAN
 500,000 SUNDAY,
 400,000 DAILY

MANAGEMENT
MEN in the
 Central
 West
 PREFER
Chicago Journal
of Commerce

"WHERE DO YOU GO from NO?"
 by Leon Epstein, Sales Counsel

An important new book on the basic principles of two-listed selling. A "must" in every sales training program. Twelve chapters and a special index of memorable epigrams on selling and advertising. Over 200 pages of stimulating ideas. Write today for Special Pre-Publication Quantity Offer.
 Sales Research Institute, 103 Park Ave., N. Y. C.

SELL BY MAIL

Let this successful mail order advertising agency show you how to sell your merchandise, books, courses, services, etc.

ARTWIL COMPANY, Advertising
 24-B West 40th St. • New York 19, N. Y.
 MEdition 3-0813

with the results of the recent tests of this tractor by the University of Nebraska. This university has a famed tractor testing laboratory, where equipment is put through severe tests.

The "Bearcat" was the first tractor tested since 1941, and the report was very favorable. Dealers use that report, and enlarged photographs, for selling, in many ways.

Mr. Ellinwood regards his dealer organization as the company's most valuable asset, and during the shortages of 1946, has gone to great lengths to keep tractors moving into dealers' hands.

One bottleneck has been engines, which were being made in the East. Tractors were built regardless of the delivery of engines, and warehoused, to be taken out as fast as motors arrived. Then a trip was made to survey the future production of engines, and as this seemed to be doubtful for the coming twelve months, arrangements were made to manufacture the power units in the Los Angeles factory.

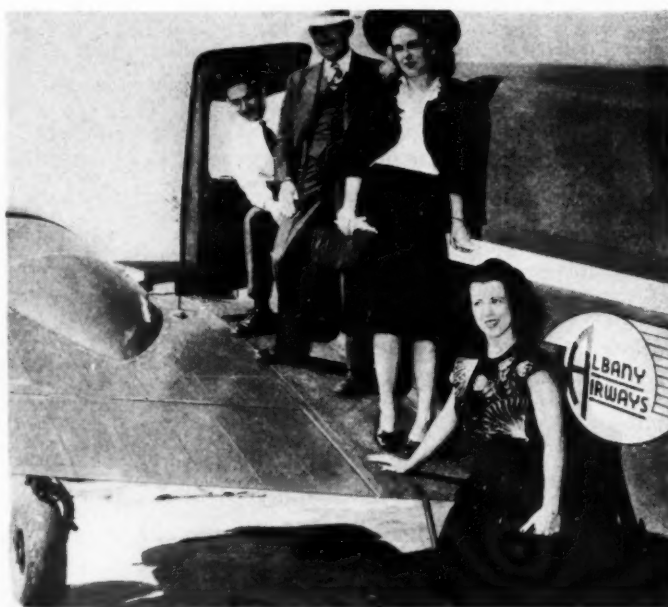
Metal and other materials, and numerous essential parts, have from time to time become scarce, and then

the company has scoured the market, to pick up any lots obtainable, paying retail prices in many cases.

The Hearst quota maps are used in allocating tractors. Some dealers, in rural countries where there are not many small farmers and gardeners, may get tens, while other distributors, in metropolitan counties, where there are many small agriculturists, will get hundreds. The available machines have always been shipped so that the smallest dealer will have one or more "Bearcats" on his floor, and will be making enough deliveries to his customers to show that the machines are really coming.

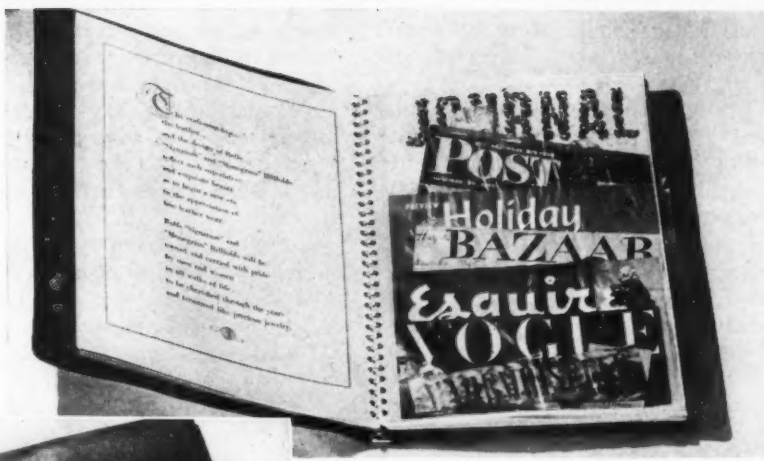
When the marketing plans were laid, 15% of production was earmarked for export—and that was reduced from 25% that the company wanted to sell abroad. And regardless of shortages at home, this export quota has been shipped, mainly to Mexico and Latin America.

Exports are regarded as a valuable part of the distribution, because to get firmly established now in foreign markets, while tractors are scarce, will pave way for future sales.



ATLANTA BOUND: Each morning a twin-engine Cessna plane leaves Albany, Ga., with passengers on the 175-mile flight to Atlanta, arriving just as department stores open, and leaves at 5 P. M. for the return trip. Davison-Paxon Co., department store, transports these Albany shoppers from the airport to the store. They are met by a personal shopper representative, who takes them on a tour of the store, gives them a guest ticket to the store's tea room, and furnishes them with a guide booklet to interesting sights in Atlanta. This 175-mile shopping jaunt, formerly requiring two days travel time by automobile, now takes only a few hours. The cost is \$16.50 per person for the round trip. Shoppers in Thomasville 229 miles away and Valdosta 238 miles are provided with similar daily, round trip service.

SALES MANAGEMENT



PLUSHY PROMOTION: "Here was the occasion to shoot the works," exclaims Arnold A. Weiss, Rolfs' advertising manager. The dealer presentation kit (left) is bound in leather and, richly illustrated, explains the entire promotional campaign.

How Rolfs Sells \$100 "Signature" Billfolds

How does one advertise and sell a product priced out of its class? And how use it as a springboard for the entire line? The sales and merchandising program of Rolfs, Inc., New York City, subsidiary of Amity Leather Products Co., West Bend, Wis., for its \$100 billfold shows how one company managed.

Robert H. Rolfs, president of Rolfs, Inc., first saw the billfold in South America on the back of a rare reptile known as the Jacaretinga (pronounced Yahk-ah-reh-tin-ga). The skins tan to a magnificent leather, not quite like alligator or lizard. They have a rich and individual character, extreme toughness, and their appearance improves with use. When Mr. Rolfs tried to buy them in quantity he discovered that only a few thousand are available each year—and it takes three skins to make a purse. Here, then, was a leather of rarity, novelty and exclusiveness.

Rolfs-Amity designers were set to fashioning a billfold suitable to introduce this leather "find." They were told that cost was no object. For trim they chose a bar of solid 14 karat gold, broad and deep enough to carry a facsimile signature engraved on its surface. Thus the "Signature" billfold was created.

It was evident that there must be a



IT'S YOURS FOR \$100: This "Signature" billfold sparks the line from \$3.50-\$100.

very limited market for \$100 billfolds. On the other hand, production was strictly limited by the number of skins and the availability of qualified craftsmen. The company's fixed philosophy of selling is to sell a line rather than an item. The Jacaretinga billfold, of course, was an item. The answer was to create a new line.

The next step was to translate the basic design into other leathers at prices ranging downward. Samples were made and costed. The result was a 4-leather line, all but one of which could be made in both men's

and women's models with a bottom price of \$55 net. Almost automatically they became Rolfs' "Signature" billfolds.

Still there was a pretty wide gap between the bottom of the "Signature" line and the top of the regular Rolfs line to breach this gap. Mr. Rolfs designed a third line named "Monogram," in which less costly leathers are combined again with a smaller gold panel, suitable for monogramming. The gold being the controlling factor in cost, this line was priced to retail from \$20 to \$37.50. With these holes plugged, Rolfs was ready with merchandise selling from \$3.50 to \$100.

According to Advertising Manager Arnold A. Weiss, the conviction behind the expanded line is that the promotion of merchandise so superior in quality would add greatly to the prestige of the name Rolfs, thus increasing respect for the less costly items. Too, these new lines, if properly promoted and merchandised, would afford entry into numerous accounts which had been unsuccessfully wooed over the years.

"We were agreed," said Mr. Weiss, "that here was the occasion to shoot the works. We felt we had history-making products. To give them anything less than history-making support, in the leather-goods field, would be treason. We are therefore using *The Saturday Evening Post*, *Collier's*, *Ladies Home Journal*, *New Yorker*, *Good Housekeeping*, *Fortune*, *Esquire*, *Holiday*, *Business Week* and *U. S. News*.

"All space was full-page space except for *SEP* in which we ran a full page and a double-page spread. All advertisements are in four colors except *Nation's Business* and *U. S. News* which are in black-and-white with scratchboard illustrations. Do some of these, at first glance, seem odd selections in which to advertise \$100 billfolds?

"Remember that we don't have too many \$100 billfolds to sell. Much of our campaign value was to be prestige value, lifting the lowest to the level of the highest. These were the big guns, to be fired almost in battery, beginning November 9 and continuing to Christmas.

"The preliminary guiding decisions were these: Our Jacaretinga 'Signature' billfolds, for men and women, would have to carry the load. They had the romance, the novelty, the rarity, the strikingly high price. They would attract the eye, start the talk, impress the buyers, intrigue the public. Other prices and other lines would be mentioned. But the illustrative burden, the copy's song, would be composed about our best. Christ-

mas giving would enter only incidentally. 'Dual' selling for men and women would not be neglected. Romance the leather, explain the personalization, via engraving.

"Two exceptions only: the *SEP* spread would illustrate 'Monogram' as well as 'Signature' billfolds and, soft-pedalled, some items of our regular line as well. The *Business Week* and *U. S. News* pages would be frank suggestions of the 'Signature' billfolds as executive gifts.

Joe Joins Punch

"The finished advertising prepared, still another appointment remained on the calendar. Impact on the stores, the accounts, the merchandising man and buyers, was one of the things we counted on for full value from this campaign. A plan, therefore, was carefully devised to give this impact as much as Joe Louis punch as possible.

"The first step was taken in preparing our advertising itself. No reason why, for instance, three different advertisements would not have sufficed for our entire schedule; one for the color pages, one for the black-and-white pages, and one for the double

spread. Not enough duplication in the list to worry about. No great loss even if there were. Except this:

"The different advertisements, spread across the buyer's desk, will carry a lot more wallop than one, supported only by the statement that 'this advertisement will appear in these ten publications.' So we prepared completely different advertisements for every insertion in every publication, maintaining only the general styling established for the series. Only the illustrations were repeated to keep down color-photography costs."

The company's new package design was given long and careful consideration. The answer in the end was a "jewel-box" of plush and satin. Buyers have said that it is, to them, a vital factor in the sale of the two lines.

The sales presentation was also carefully planned. The presentation kit is bound in leather to reflect the richness of the merchandise. It contains illustrations of the products and package, reproductions of the advertisements bound in, and a recap of both schedule and advertisements. Inserted in the presentation are

sheets which unfold to display, attached adjacent to each other, the cover of the magazine used and the advertisements as they appear in that magazine. The advertising story is summarized by the salesman by spreading out each of these sheets on the buyer's desk, his tables, the floor—literally covering any available space with page after page of Rolfs advertising.

Copy in the presentation is carefully worked out and no salesman is permitted to deviate from it. It is brief enough to be read without embarrassment and polished enough, the management thinks, to be better than anything the salesman might be tempted to use as an improvisation.

Dealer mats of usable sizes, reproducing the items in scratchboard, are included in the presentation and made available to store advertising departments. All mats are keyed, in theme and design, to Rolfs, Inc., national advertising.

Plush-Lined Kits

The merchandise samples carried by salesmen are dressed in the clothing of fine jewelry. The leather sample kit is made up of plush-lined trays in which each item rests in its own cubicle, polished and protected.

Direct mail is being used in three ways. One merchandising folder, prepared for stores which have bought the line, encloses reprints of all and advertisements and sells the buyer on the national force that will assist in his resale. A second and similar mailing, an adaptation of the first, is sent to stores which have not yet bought, offering a direct by mail deal with order card enclosed, four items to cover them in the face of advertising strength. The third direct mail item is a letter over the signature of Robert H. Rolfs, president, sent to 1,000 leading executives of the country with the suggestion that "Signature" billfolds will make ideal Christmas gifts for business associates.

Cooperating with the company at all times in the campaign was its agency, The Cramer-Krasselt Co., Milwaukee. The final plan of action including choice of media, theming of the copy, artistic techniques and preparation of merchandising aids, was the result of joint meetings in which all contributed.

The company feels that the little South American reptile has accomplished three major ends: 1. Rolfs merchandise is in many stores that never carried it before. 2. Prestige for the Rolfs name has risen in the minds of leather buyers. 3. Prestige for the Rolfs line has been increased in the mind of the buying public.

SALES MANAGEMENT



Burlington

VERMONT'S LEADING FOOD MARKET
FOR COMPLETE COVERAGE USE

The Burlington Free Press

RETAIL SALES

BURLINGTON, VT.

\$28 MILLION PLUS

Brewing Coffee Sales in Michigan's Other Half*



Agency:
Rogers & Smith

Monarch Finer Coffee, that famous 93-year-old Reid, Murdoch coffee brand, for years a big favorite among Michigan families, builds constantly increasing sales through consistent advertising in *all eight* Booth Michigan Newspapers.

Booth Michigan Newspapers give Monarch Finer Coffee practically house-by-house advertising coverage in eight key markets in Michigan's Other Half*. You're promoting only half of your

Michigan Market if you're not in Booth Michigan Newspapers.

Their combined daily circulation of over 360,000 will serve you just as effectively as it is serving Monarch Coffee.

**For specific information on
Booth Michigan Markets, call:**

**Dan A. Carroll, 110 East 42nd Street,
New York City, 17**

**John E. Lutz, 435 N. Michigan Avenue,
Chicago, 11**

** 2,602,055 Michigan buyers live
outside the Detroit trading area.*

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

How to Increase Sales Through Better Media Selection

Part II* of a three-article series BY ARTHUR HURD

Director of Media Research, J. Walter Thompson Co.

In the preceding article,* a method was described by which sales potentials can be estimated more accurately by grouping counties into market classifications so that the total buying power is identified for all families within the market boundaries whether they live in cities or on nearby farms.

This method of classifying markets was developed to aid in the selection of advertising media in relation to sales potentials. It is not a formula, but a tool that any sales manager can use to find out where the best markets are and how well they are covered by each advertising medium.

In the accompanying charts and tables, the relation of circulations to markets is shown in two ways. One is the percent of total circulation in each market classification and the other is the extent to which any medium, or combination, reaches the

families living in these markets.

Appraisal of circulations by the traditional method of reporting them by city-size can be misleading. A recent A. B. C. statement reports 46% of *Life's* circulation going into cities of 50,000 population and over. The re-classification of *Life's* circulation by markets shows that 63% is in the 138 Metropolitan Markets which not only includes all cities of 50,000 population and over but accounts for the small town and rural families who buy in these cities.

The difference represents 17% of *Life's* total circulation or more than 600,000 family buying units. A similar discrepancy exists for most large circulation magazines and becomes proportionately greater as the list expands.

Many of the rural magazines are found to have large segments of their

circulations in the Metropolitan Markets. Approximately one out of four *Country Gentleman* families live within the boundaries of the Metropolitan Markets although the A. B. C. reports show only 9% of this magazine's total circulation in cities of 50,000 population and over. This means that a quarter of a million families reading *Country Gentleman* are "metropolitan" so far as their non-farm purchases are concerned. This is true, to some extent of other rural magazines.

When circulations are known in relation to market potentials, advertising emphasis can be placed where it will do the most good. When the principal emphasis needs to be placed in the Metropolitan Markets, the over-flow of general media into rural areas usually provides generous coverage of these markets at a low cost per family. The cost factor becomes an important element when two-thirds or more of the sales for a specific product are made in Metropolitan Markets and it is apparent that the advertising appropriation should be divided in about the same proportion.

The chart (opposite, above) and table (Distribution of Families and Magazine Circulations, page 98) showing the percent of circulations by type of market provides a guide to the selection of media in relation to sales expectancy. If the amount of money put into the various mediums is proportionately the same for each medium, the total expenditure in each market classification will be approximately the same as the distribution of circulations in these markets.

But the distribution of circulation (and expenditure) is only the first step in matching sales potentials. The extent to which families are reached may mean the success or failure of the advertising campaign. This is indicated by chart (opposite, below) and



"Now, CLIPSI brings you a new type of program. Three couples will be divorced on this show in the next half hour."

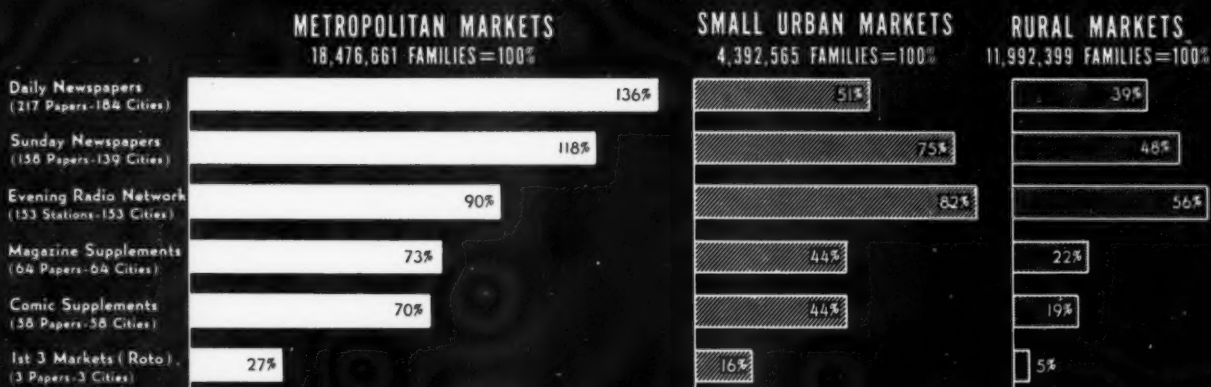
* For Part I, see "How to Increase Sales Through Better Media Selection," SM, Nov. 20, 1946, p. 96. Reprints of the entire series will be available at 25c.

NETWORK RADIO AND NEWSPAPER CIRCULATION DISTRIBUTION

	NUMBER OF PAPERS OR STATIONS	NUMBER OF CITIES	METROPOLITAN MARKETS	SMALL URBAN MARKETS	RURAL MARKETS	TOTAL FAMILIES EFFECTIVE BUYING INCOME & CIRCULATION (100%)
Total Families			53%	13%	34%	34,861,625
Effective Buying Income				68%	12%	20%*148,415,957,000
1st 3 Markets (Roto)	3	3			79%11%10%	6,339,458
Daily Newspapers	217	184			78%7%15%	31,968,052
Comic Supplements	58	58			76%11%13%	17,059,185
Magazine Supplements	64	64			75%10%15%	18,191,730
Sunday Newspapers	158	139			71%11%18%	29,913,226
Evening Radio Network	153	153			62%13%25%	26,892,345

FAMILY COVERAGE BY NETWORK RADIO AND NEWSPAPERS

(RATIO CIRCULATION TO FAMILIES)



NOTE: Coverage in this analysis represents the ratio of the total combined circulation to families.

table "Percent Magazine Circulation to Families," (page 96) showing coverage of families by markets. The "class" magazine group, for example, is first on the chart showing *percent of circulation* in Metropolitan Markets but it is second to the lowest in the chart showing *family coverage*. These magazines may be first choice for a particular product because of the editorial "slant," but their limitations in terms of number of people reached should be taken into consideration when coverage of specified markets is an important element in the total sales impact expected from the advertising campaign.

These magazines reach, collectively, a small proportion of the total families in any market because they are designed editorially to do just this. Their chief value is that they make available to advertisers a "select" group of potential buyers who

can be reached at a nominal cost.

Any label, such as "class," is a convenient guide to the identification of readers but it does not mean that any one magazine or group reaches all of them. Many of the large circulation magazines not only reach the "class" market but provide "mass" coverage of the other markets as well. In a given situation these magazines may do several jobs at one time.

There is a tendency to oversimplify media buying with the various labels that have become a familiar part of media selection. The terms "homemaking" and "service" are other examples. Despite the tendency to identify groups of magazine readers as homogeneous "markets," the judgment of an experienced space buyer is still needed to appraise the many elements that apply to a specific advertising problem. In certain respects, it's more true of newspapers and radio.

The three magazine supplements (*The American Weekly*, *This Week* and *Parade*) reach approximately three-quarters of the families living in Metropolitan Markets and still cover nearly one out of four rural families. (See chart above.)

A list of 158 Sunday newspapers that include many cities with smaller populations than those from which the supplements are distributed has a ratio of circulation to families that is greater than the total living in the Metropolitan Markets and with enough circulation left over to "cover" 75% of the Small Urban families and 48% of those living in Rural Markets.

Radio comes nearer than any other general medium to matching family distribution. This is indicated by the chart, "Network Radio and Newspaper Circulation Distribution" on page 95. In terms of potential fam-

PERCENT MAGAZINE CIRCULATION TO FAMILIES BY TYPES OF MARKETS

Families (Occupied Dwellings)	Date of Audit United States (1940)	Total 34,861,625 %	Metropolitan Markets—Over 50,000										Urban Markets—Under 50,000										Rural Markets										Total 11,992,398 %																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
			A 8,018,174 %	B 4,950,351 %	C 4,601,735 %	D 906,402 %	Total 18,476,662 %	E 2,370,591 %	F 2,021,974 %	Total 4,392,565 %	G 4,253,118 %	H 7,739,280 %	I 11,992,398 %	J 11,992,398 %	K 7,739,280 %	L 11,992,398 %	M 11,992,398 %	N 11,992,398 %	O 11,992,398 %	P 11,992,398 %	Q 11,992,398 %	R 11,992,398 %	S 11,992,398 %	T 11,992,398 %	U 11,992,398 %	V 11,992,398 %	W 11,992,398 %	X 11,992,398 %	Y 11,992,398 %	Z 11,992,398 %																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
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Editor's Note: These are sample groupings, selected from the 14 magazine classifications used by J.W.T.

SOURCES: Market Classification—J.W.T. Analysis of U.S. Markets: Families (Occupied Dwellings)—1940 Census: Circulation—Latest Circulation Figures from Publishers.

NOTE: Total occupied dwellings (families) in each column equal 100%. Life's circulation, for example, is 11.3% to total U.S. families; 12.2% to total families in A markets; 14.0% to total families in B markets. The Saturday Evening Post's circulation is 9.1% to total U.S. families; 11.6% to total families in A markets, etc.; but the combined circulation of Life and S. E. P. in A markets is 23.8% to total families (the column labelled "Acc." or accumulative).

ilies reached, radio appears to have exceptionally high family coverage in the various market classifications. Radio families, however, do not represent the size of audience for any particular program but provide the basis for distribution of expenditures.

The market pattern of radio, however, is dependent not only on the type of program but on the time of day and week that it goes on the air. From that point (and only then) the selection of network and stations determines the size and location of the audience. The result has been that a whole new field of specialists has developed to cope with this phase of media.

Posters and car cards are non-selective from the standpoint of type of audience, but they insure large circulation coverage in any market at a very low cost-per-thousand and in common with spot-radio provide great flexibility in their use wherever more intense coverage is needed.

Because people congregate where there is business activity, the market classifications developed for consumer goods apply, with few exceptions, to the marketing of industrial goods. The exceptions are chiefly in the field of mining and in certain areas where industries have to be near to the raw material source. In most cases, large population centers are the best sources for labor.

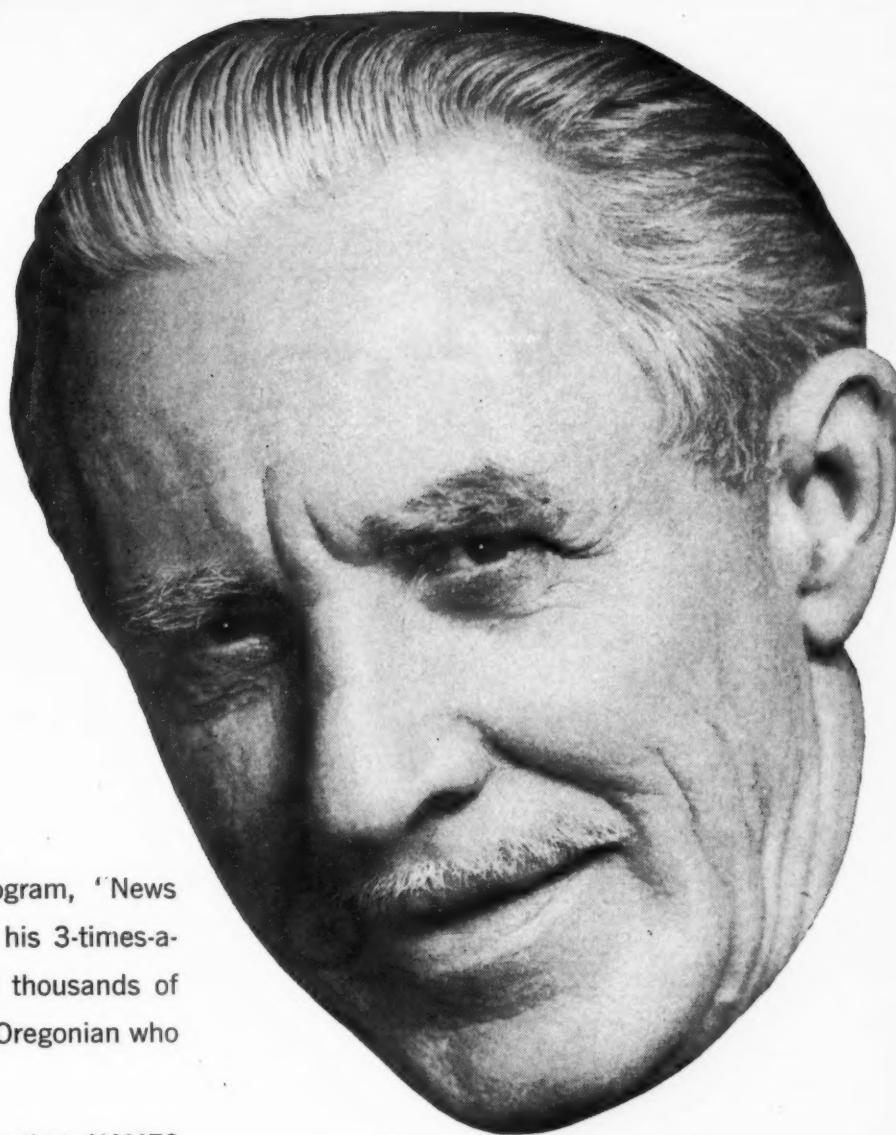
Industrial purchases include cost of materials, supplies, purchased electric energy, fuel and contract work. All of these data are available by counties and can be re-classified to match population distribution used in determining the value of markets for consumer goods. The only adjustments needed are within the experience and judgment of any industrial sales executive. It will be found that three-quarters of the industrial purchases are made in, or around, the Metropolitan Markets where the

PORTLAND'S "One-man Chamber of Commerce"

His name, Ken Mason. His program, "News Dramas." His station, KEX. And his 3-times-a-week audience embraces untold thousands of Oregon boosters. Ever hear of an Oregonian who WASN'T a booster?

How does he do it? Ken knows that NAMES MAKE NEWS. With a technique combining showmanship and intense regional pride, he brings to his microphone the Northwest's most newsworthy names. A 100-year-old Oregon pioneer, for example. The nation's youngest newspaper columnist. An eminent atomic scientist. A world-famous athlete..

Selling Portland is duck soup to Ken Mason.. who also can become a slightly terrific performer on YOUR sales staff. As this magazine goes to press, "News Dramas" is available. Better ask the KEX Sales Department if that's still true.



PORTLAND, OREGON
5,000 WATTS

KEX



WESTINGHOUSE RADIO STATIONS Inc

KYW KDKA WBZ WBZA WOWO KEX

National Representatives, NBC Spot Sales—Except for KEX • For KEX, Paul H. Raymer Co.

FOR THE FOUR-COLOR MAP of J. Walter Thompson's market patterns of the Nation's 3,074 counties, see SM, November 20, page 98.

bulk of the consumer goods are sold.

These market classifications* serve essentially the same purpose for both consumer and industrial media selection. When non-technical publications are used they are expected to reach a great many people in many industry classifications. Many of these publications furnish data on industrial coverage but they do not identify this coverage in terms of market potentials. It may be assumed, however, that the industrial circulation which any general magazine provides will be distributed equitably within the boundaries of any market. On this basis, market determination provides an additional measurement of value in the final selection. Technical and trade publications follow industries and executive functions wherever they are and do not have to be reclassified by counties. The scientific selection of industrial, trade and technical publications is a highly specialized subject which cannot be covered in this basic outline.

The method by which sales managers can use the market approach to insure the proper allocation of advertising expenditures to each territory will be described in the next, and final, article of this series (SM, December 15). Case histories will be used to illustrate the procedure.

*Where to Get Data by Markets & Sales Territories

In interest of better media research, Bureau of Advertising, American Newspaper Publishers' Association, and leading networks, have recorded on IBM tabulating cards county-by-county data. The Bureau of Advertising has recorded magazine and newspaper circulations and 120 marketing factors. Leading radio networks can supply the advertiser or his agency with data on potential radio homes which can be reached by his program. The breakdown can be shown for any market or territorial classification.

Full information on types of data and costs may be obtained by writing to Bureau of Advertising, American Newspaper Publishers Association, 370 Lexington Ave., New York City 17, and leading radio networks.

The J. Walter Thompson Co. will co-ordinate with these organizations by making available the lists of counties for each market classification described in these articles.

DISTRIBUTION OF FAMILIES AND MAGAZINE CIRCULATIONS

By Types of Markets
(Total U. S. Circulation = 100.00%)

	A	B	C	D	Total %	D	E	Total %	F	F	Total %
Date of Audit	Metropolitan Markets—Over 50,000	Urban Markets—Under 50,000	Rural Markets	Total %							
Families (Occupied Dwellings)	23.0	14.2	13.2	2.6	53.0	6.8	5.8	12.6	12.2	22.2	34.4
GENERAL WEEKLIES											
Life	11-45	24.7	17.5	3.5	63.1	8.1	6.2	14.3	10.9	11.7	22.6
The Saturday Evening Post	3-45	29.3	17.9	2.9	65.8	7.8	6.4	14.2	10.4	9.6	20.0
Collier's	3-45	21.1	18.4	3.8	63.4	8.7	6.5	15.2	11.6	9.8	21.4
Look	10-44	25.1	15.8	3.4	60.4	8.0	6.8	14.8	12.4	12.4	24.8
Liberty	2-43	26.0	19.1	3.1	65.1	8.0	6.8	14.8	10.2	9.9	20.1
GENERAL MONTHLIES											
American	3-45	21.8	18.9	3.7	66.3	8.8	6.2	15.0	9.3	9.4	18.7
Cosmopolitan	2-43	27.9	17.4	3.1	70.2	7.7	6.2	13.9	6.9	9.0	15.9
Redbook	9-45	22.7	18.1	3.7	64.8	8.6	6.8	15.4	9.1	10.7	19.8
National Geographic	5-43	26.7	17.2	2.9	66.1	7.7	5.9	13.6	11.0	9.3	20.3
WOMEN'S SERVICE MAGAZINES											
Ladies' Home Journal	2-45	28.7	17.6	3.0	65.7	7.6	5.8	13.4	9.9	11.0	20.9
Woman's Home Companion	3-45	25.4	19.4	3.3	66.1	8.5	5.8	14.3	10.4	9.2	19.6
McCall's	9-45	23.0	16.8	3.3	59.9	8.7	6.8	15.5	11.8	12.8	24.6
Good Housekeeping	2-43	25.5	17.6	3.2	66.4	8.3	6.6	14.9	8.6	10.1	18.7
MAGAZINE SUPPLEMENTS											
The American Weekly	2-45	38.8	21.4	1.5	74.9	7.1	5.3	12.4	7.3	5.4	12.7
This Week	3-43	36.6	29.4	1.1	73.4	4.9	3.9	8.8	9.6	8.2	17.8
Parade	1945	31.9	16.5	.8	76.6	4.9	5.1	10.0	7.9	5.5	13.4
COMIC SUPPLEMENTS											
Metropolitan	1943	45.8	17.1	1.6	76.2	6.0	4.9	10.9	7.4	5.5	12.9
Sunday Newspapers	2-45	42.3	18.1	1.8	74.3	7.5	4.6	12.1	7.1	6.5	13.6
Puck											

Editor's Note: These are sample groupings, selected from the 14 magazine classifications used by J.W.T.
SOURCES:—Market Classification—J.W.T. Analysis of U.S. Markets; Families (Occupied Dwellings)—1940 Census
Circulation—Latest Circulation Figures from Publishers

How Rumford Pre-Tests New Home Cleaner

Field tests have uncovered ways to increase market appeal for Noctil

For 86 years Rumford Chemical Works, Rumford, R. I., has been known in the consumer field for its Rumford and Hearth Club baking powders. So it was news when Rumford announced a new consumer product the first of this year. The new product, Noctil, is a chemical used for all washing and cleaning purposes. Its addition to the Rumford line of grocery products is a natural outgrowth of the large industrial chemical operations of the company.

Noctil is being distributed from Maine to Florida and westward to



Ohio. Noctil's acceptance was initially established by blind consumer testing carried out in half a dozen New England cities. While being tested, the product was packaged without markings of any kind. The housewife did not know the proposed product name nor the name of the producer. The housewife knew only that some manufacturer contemplating bringing out a new washing compound wanted her opinion of the product after she had used it in the home. Random sampling of typical housewives was obtained by house-to-house calls.

At the end of two weeks a follow-up call was made. If the housewife showed promise of giving sincere and helpful assistance she was given another package of the new cleaner for further tests. Rumford worked with some testers for weeks at a time. Results indicated a product of merit and one that would sell.

DECEMBER 1, 1946

Next the package design was tested on grocers' shelves in Maine. This study indicated a need for more dominant emphasis on product uses. This was accomplished as shown in before and after photographs. The new package does a more effective point-of-sale selling job.

Aided by the soap shortage, Noctil has received excellent trade and consumer acceptance. Rumford, according to J. J. Schmitt, sales manager, is well satisfied with the results. The company believes there is room for this detergent when the soap situation returns to normal.

IMPORTANT . . .

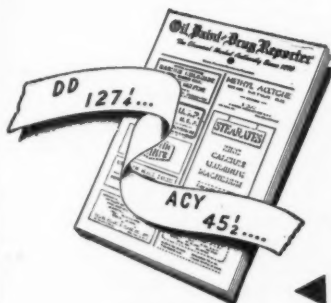
all news releases of importance to buyers of chemicals, including price changes should be sent to OIL, PAINT & DRUG REPORTER. Why not check to make sure OPD is scheduled to receive all such releases originating in your organization?

OPD

**USED AS A COMPARATIVE
MARKET GUIDE BY
BUYERS OF CHEMICALS
AND RELATED MATERIALS**

OPD lists 5,000-6,000 current market quotations every week for chemicals and related materials. And with the recent decontrol of prices, management executives who are naturally concerned over increased costs, study OPD for changing prices and price trends.

Because so many manufacturers both buy and sell chemicals to one another, there has been created an interdependence upon OPD for the purchase and sale of chemicals. Hence many OPD advertisers are also reader-users of OPD. And OPD's special services often benefit both readers and advertisers equally.



For example, OPD maintains a detailed card file of chemical distributors and manufacturers' agents, showing territory covered, types of materials sold and names of manufacturers represented. Thus, we are often in a position to suggest possibilities to advertisers who seek new distributors.

As important to buyers of chemicals as ticker tape to a stock broker.

Oil, Paint and Drug Reporter



Cleveland 22; H. G. Seed, 17717 Lomond Blvd., Long, 0544
Los Angeles 14; The Robt. W. Walker Co., 684 S. Lafayette
Park Pl., Drexel 4388; San Francisco 4; The Robt. W. Walker
Co., 68 Post St., Sutter 5568



SCHNELL PUBLISHING CO., INC., 59 JOHN STREET, NEW YORK 7.



To Manufacturers Planning Now For Intensive Selling

MAY I SEND my booklet "Selling More Goods Profitably"? It tells my complete story, the coordination of advertising, merchandising and sales operations. I work

with your own advertising and sales departments and your advertising agency.

(Special experience with on-the-job training under G.I. Bill of Rights)

HARRY W. TERRY • Sales and Advertising Economist • GCT Box 1058, N.Y. 17, N.Y.

Who are "The Big 3" in magazine readership?

According to the latest studies of magazine readership, three magazines have more than 12,000,000 readers per issue. These are:

LOOK with 12,650,000
LIFE with 22,550,000
POST with 12,700,000

These studies — a new survey sponsored by LOOK, and the latest Life Continuing Study of Magazine Audiences — were made by Crossley, Inc., with identical techniques and both were validated by the Magazine Audience Group made up of distinguished research experts.

Want to know more? Write to LOOK, 511 Fifth Ave., New York 17, N. Y.

LOOK
*America's
Family
Magazine*

Read by 12,650,000 people each issue



Wanted

**A SALES EXECUTIVE
ON THE WAY UP**

Age 40-55 Preferred

**Salary Range
\$10,000-\$25,000 Per Year**

This opportunity is with a well known and established firm of New York Industrial Designers handling over one hundred nationally known accounts. Two senior partners, both creative designers, seek a man who can ultimately become a third partner, directing sales. We want a man who knows industry and top management intimately—personally! He must have held top executive positions in his past experiences and be able to sell intangibles. Our service covers product styling and engineering, packaging, interiors, architecture and transportation design. The scope is so broad we must have a man with a high I.Q., energy, enthusiasm and broad business contacts. Write summary of background briefly. Replies held in strictest confidence. Box 2381, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Carton Re-Design Adds Sales Plus

A survey spots ways to improve Radiant's projection screen packages

Out of an extensive merchandising research program which it conducted, has come a new carton for projection screen carrying purposes, announces Radiant Manufacturing Corp., Chicago manufacturers of projection screens. Appreciative that its former package was "just a box," with only one virtue—that of protecting the contents during shipment, the company sought a solution to its problem of providing a package which was a potent sales "plus," not a useless sales aid.

One of the added problems to the design staff was that of creating a carton which would provide better product identification. The result of its research—the new carton—says



Radiant, is a silent salesman which stimulates point-of-sale, and impulse buying. An eye-catcher, embodying a distinctive, colorful design of maroon with black and white, the new carton embraces the keynote of the 1947 Radiant line—"advanced design."

Although carrying cases were formerly considered as a minor photographic accessory, Radiant saw no reason why such cartons should not be a recommended complement. With this in mind, and with the recognition by the company that intelligently-designed packaging is a powerful force in sales promotion, Radiant set its designers to work on a survey and research. Results in sales have showed the company that its research on a packaging problem is and will continue to pay off.

SALES MANAGEMENT

Hand-to-Mouth Buying

Because of market uncertainties, these are days of quick decisions. Merchandisers buy fast and sell fast. Often they want to reach their consumer market "overnight."

Such emergencies underline an outstanding service of The Weekly Kansas City Star—SPEED. Thanks to superior composing room and press facilities, The Weekly Star can accept your advertisement Monday morning, have it on the presses Tuesday and in the hands of farmer subscribers Wednesday morning.

A two-day closing date!

*Ask your advertising agent if any
other farm paper covers the Mid-
west so thoroughly, so cheaply.*

The Weekly Kansas City Star.

LARGEST FARM WEEKLY CIRCULATION IN AMERICA

415,644 Paid-in-Advance Subscribers



ELEANOR
Helen Gilman, Age 18.



BLUE ROOM
Erick Sijerssen, Age 16.



BIG FREEZE
Lennart Anderson, Age 17.



FAMILY MORNING
Sterling Curry, Age 19.

MIDNIGHT DANCE OF THE OKIES
Lois Ault, Age 15.



Better & better!

The third Ingersoll Art Award Contest for high school students conducted by the United States Time Corporation under the auspices of Scholastic Magazine drew an even better gallery of contributions than the first two contests... And Einson-Freeman is again privileged to publish the calendar which reproduces the prize winning awards. This third calendar, as were the earlier two, is a genuine collectors' item...and we'll be glad to send you a copy if you let us know you want one.

This calendar represents display at its best...built on an idea which is a service, an inspiration to young artists, recognition of talent...with a specific interest and appeal for the youth audience. And while the idea behind the Contest and the calendar is not ours, we repeat...that a good idea is the best basis for display. And we are just as much interested in finding or furnishing the idea as we are in its visual execution. A meeting of minds may get more business for your business and ours!

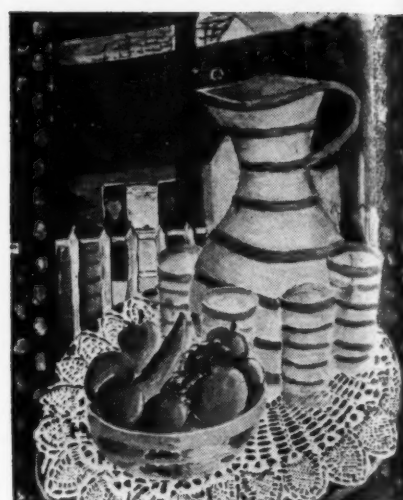
Einson-Freeman Co., Inc.

Ideaful Lithographers

Starr & Borden Aves., Long Island City, N.Y.



THE SNOW CAME
Herbert Wiley, Age 17.



AUGUST TWILIGHT
Charles Chappell, Age 16.



TIPPIE
Mildred Hallman, Age 15.



SATURDAY NIGHT
Jerry Wolfish, Age 18.



THE YOUNG ARTIST
Herbert Steinberg, Age 18.

SALES MANAGEMENT

National Federation of Sales Executives

Issue No. 30

St. Louis, Mo.

CLUB NEWS & ACTIVITIES

Printed in U. S. A.

115 November 15, 1946

Heads of Convention Committees Chosen by President Danielson

COMMITTEE chairmen for the 1947 annual convention of the National Federation of Sales Executives have been announced by A. T. Danielson, president of the Federation. The Convention will be held at the Biltmore Hotel in Los Angeles on June 3, 4 and 5.

John R. Christie, junior vice-president, Citizens National Trust & Savings Bank, Los Angeles has been named General Chairman of the Convention Committee, and William B. Massie, Key Brands, Inc., Los Angeles, will be vice-chairman.

Other chairmen and their committees are: Howard S. McKay, sales manager, Foster and Kleiser Company, Program; Hugo A. Bedau, Hugo A. Bedau & Associates, Attendance; J. A. Carrington, manager, Cavendish Trading Corporation, Hotel and Registration; Benjamin Chaffey, assistant vice-president, California Bank, Finance; Tony Whan, vice-president and general manager, Pacific Indoor Advertising Company, Entertainment; Gordon J. Holmquist, Cole-Holmquist Press, Printing; and Robert M. Hixson, president, Hixson-O'Donnel

(Turn to Page 4, Please)

Federation Committee Begins Drafting Creed of Standards

*Business Groups Throughout the Country to Be
Asked to Subscribe to Proposed Creed*



EMBARKING on the second phase of its program work, the National Federation of Sales Executives' Employment Standards for Salesmen's Committee, headed by Paul Heyneman, of San Francisco, has begun the important job of drafting a Creed of Standards to govern the relationship between management and salesmen.

Using information gathered in the recent nationwide poll of members of the Federation to ascertain employment practices of companies in their dealings with salesmen, as a basis, Chairman Heyneman recently outlined a preliminary Creed of Standards, which has been forwarded to all members of his Committee for suggestions and amendment. The replies to the preliminary draft will be used in formulating the final Creed.

December Deadline

Chairman Heyneman hopes to have the final Creed ready for submission to the Board of Directors of the Federation not later than December 1. Following formal approval of the Creed by the Board, plans contemplate a nationwide campaign to persuade employers of companies throughout the country to subscribe to the provisions of the Creed in their dealings with salesmen.

The proposed Creed is designed to help sales executives and management generally to eliminate practices in the selling profession which have led to differences between salesmen and management and has resulted in some cases in the organization and unionization of salesmen.

In a letter forwarded to members of his committee, Chairman Heyneman stressed the importance of getting "our sales managers' house in order before being put on the defensive."

(Turn to Page 4, Please)

Two New Directors Elected to Board

Election of two new district directors to the Board of the National Federation of Sales Executives was announced recently by A. T. Danielson, Federation President.

Named as director of the Federation's Seventh District, which includes Nebraska, Missouri, Iowa, Minnesota, Kansas and North and South Dakota, was Glen A. Walker, general sales manager, Nebraska Power Company, Omaha.

(Turn to Page 2, Please)

Committee to Promote Selling As a Career Being Organized

AN extensive, nationwide committee, consisting of representatives of all clubs affiliated with the National Federation of Sales Executives is now being organized to spark an aggressive Selling As a Career program to be conducted by the Federation in conjunction with the various clubs.

The program is being developed by Harrison Matthews, of Los Angeles, a former educator, and now head of the Electronic Equipment Corporation of that city, and chair-

man of the Federation's Selling As a Career Committee this year.

Its purpose is two-fold: to develop short, intensive training courses to meet today's demand for qualified salesmen and to promote the organization of complete salesmanship courses in colleges and universities to provide a source of professional career salesmen.

As part of the short, intensive courses, the Committee plans to sponsor basic introductory courses for veterans and others just enter-

(Turn to Page 4, Please)

CLUB NEWS & ACTIVITIES

Published by

**The National Federation of
Sales Executives**

334 Paul Brown Bldg., St. Louis, Mo.

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zen Knitting Mills, Portland, Oregon.

Suggested Creed of Standards for Salesmen

Following is the text of a proposed Creed of Standards for the Selling Profession prepared by Paul Heyneman, Chairman of Federation's Employment Standards for Salesman's Committee:

1. Full time, straight commission salesmen shall not be employed beyond a brief training period, unless their earnings net them a living wage.
2. Changes in salesmen's compensation or territory shall not be definitely established, without prior consultation with the men affected.
3. No Sales Manager shall maintain a limit on the earnings of commission or bonus salesmen, without so advising them at the time of their employment.
4. When selecting salesmen for promotion, no judgment as to their relative abilities shall be completed without both knowledge and consideration of the sales potentials in the territories involved.
5. Salesmen shall not be expected to forego whatever vacation and working condition benefits apply to other comparable employees in the same company.
6. No Sales Manager shall set up so-called "House" or "No Commission" accounts unless justified by conditions and clearly defined in advance of solicitation.
7. Paper work shall not be required of salesmen, unless its value can be clearly justified to them.
8. Salesmen shall not fail to participate in whatever benefits apply to other company employees, in the form of job or income security, upgrading, seniority, or comparable policies.
9. No exceptions from uniform salesmen's expense reimbursement policies shall be made, unless based on easily defined variations in conditions.
10. No Sales Manager shall fail to maintain a sharp distinction between his salesmen's earnings and expense allowances, and shall discourage any system which shows his salesmen either a profit or a loss on his expense account.
11. No Sales Manager shall risk later misunderstandings through failure to confirm by contract, agreement, or letter, the general terms of his salesmen's basis of employment.
12. No salesman shall be asked to work without compensation during his initial training period.
13. Quotas shall not be used unless—
 - a. Salesmen may know how their figures have been determined, and
 - b. The figures are based on either accurate and adequate criteria or on reliable seasoned personal judgment.
14. Sales Managers shall not continue to employ any salesman whose health or well being gives evidence of being prejudiced by the nervous tensions involved in his work.
15. Sales Managers shall never threaten loss of employment or use "fear" psychology as a form of pressure to achieve results.
16. No Sales Manager shall fail to provide for a simple and prompt method of considering the real or fanciful grievances of any salesman, wherever he may be located.

DIRECTORS*(Continued from Page 1)*

Whitfield B. Case, the Trenton Box Lunch Company, Trenton, N. J., was elected director of District 4. His territory embraces Pennsylvania, Delaware and New Jersey.

Mr. Case is vice-chairman of the Trenton Sales and Advertising Managers' Club and a member of both the Trenton and Bridgeport Chambers of Commerce.

A graduate of Nebraska University

with a degree in electrical engineering, Mr. Walker has been in sales and sales management work with various utilities since 1914.

He is a member of the Sales Executives Division of the Omaha Chamber of Commerce, the Omaha Advertising Company and the Engineers Club of Omaha.

Election of Walker and Case brings the Federation's Board of Directors to full strength. At present there are five regional directors and 10 district directors on the Board.



WASHINGTON LETTER

Prepared for National Federation of Sales

Executives by Business News Service

Basing Point Prices

The law governing the use of basing points in quoting prices will remain obscure for the time being, partly because important new Court decisions overlap.

The latest, by the U. S. Circuit Court, Chicago, throws out FTC's order against basing point prices for cement. The cement companies had been setting freight charges to a large number of basing points so that all of the companies quoted identical prices.

This system is allowed but is qualified by earlier decisions, upheld by the Supreme Court. However, the FTC is now asking the Justice Department to appeal the case to the Supreme Court.

The cement case was based on alleged Robinson-Patman Act violations. The Justice Department meanwhile, has a Sherman Act case of its own against the same companies.

FTC had intended to proceed vigorously against use of basing points following its victory last year against Corn Products. Naturally, the loss of the cement case will temper its campaign.

Nevertheless, cases involving "pricing zones" are not being dropped. On the contrary, the Commission just issued orders, in preparation for months, against brick and glazing tile manufacturers respectively. Others, in the building industry, will probably appear later.

Advertising Free Merchandise

In announcing the dismissal of an alleged false advertising case where the merchant had offered "free" merchandise to customers, the FTC clearly distinguishes the advertising of this kind which it allows or condemns. Write the Commission asking for the "Order Dismissing the Complaint Against 'Samuel Stores, Inc.," mentioning NFSE and BNS.

Food-Drug Sales Promotion

The Food and Drug Administration has just modified its regulation requiring that directions for cosmetics, medicines, etc., must cover every use appearing in advertising and sales promotion. It now covers distributors as well as manufacturers.

Current cases are mainly against distributors who promote the products independently of the manufacturer's advertising. Such a distributor must re-label his product. The manufacturer himself does not become responsible for advertising campaigns of unknown distributors.

Assemble Market Data

OPA has just set up a unit which will tabulate records for use of market analysts. The data will be turned over to Commerce and other interested departments. Data is said to be valuable indeed. For instance, in enforcing its various orders OPA collected statistics about a great many industries which, in the past, had little self-knowledge.

The danger, as expressed by OPA officials, is that the assembling job will be too great so that useful data will be destroyed or buried in the National Archive.

CPA Looks Ahead

A CPA committee is looking over existing orders, deciding which should be retained after the War Powers Act dies and which agencies should administer them. Building materials, for instance, at last would go directly to the National Housing Agency.

CPA's October "Monthly report on civilian production", which you can get by writing the agency, mentioning NFSE and BNS, shows August and September output of leading products—autos, tires, washing machines, etc. It contains some new data on particular building materials, textiles and scarce raw materials.

Home Furnishing Demand

Those whose markets depend on houses built under the National Housing Agency may find these figures, assembled from NHA worksheets for NFSE, of some use:

Of homes authorized from January 15 through March 29, 8 out of 10 were single family, detached. The largest single group, making up more than 40 percent of all permits, consisted of five-room dwellings. Of the remainder, 40 percent were divided between four- and six-room houses. More than 70 percent of the houses are single story of frame construction.

Variations in markets for different types of floor coverings, furniture, household gadgets, etc., depend naturally on

the kinds of houses being built. In general, they are of the kind that call for lower price furnishing lines.

Housing Program

Completed houses in September reached the new monthly peak of almost 80,000. The number under construction suggests that as bottlenecks are smashed, the monthly average next year will go above that figure. Comparison of the housing average with CPA figures on September output of typical household gadgets gives: sewing machines, 35,000; vacuum cleaners, 240,000; refrigerators, 233,000; washing machines, 212,000; radio sets, 1.5 million.

The agency makes a monthly compilation of manufacturers of prefabricated houses which can be obtained from the NHA, Information Division, Washington 25, D. C. In writing, please mention NFSE and BNS.

OPA Orders Records Preserved

OPA has issued an order, SO 185, which requires concerns at all levels, from manufacturer to retailer, to preserve records. These records must be kept through the year following decontrol of the given product. The purpose is to allow for investigation and prosecution of old cases.

Retail Analyses Ready

Commerce Dept. has just published "Current Economic Analyses for Retail Business," copies of which are available at the regional offices. Please mention NFSE and BNS in writing for them. Contents: "The Post-War Role of Business Inventories," "Retail Sales and Consumer Income Since V-J Day," "Regional Patterns in Department Store Sales," and "Variations in Department Store Sales-Expense Ratios," by Howard H. Johnson. All of the articles are heavy reading.

Special Censuses

The Census Bureau has taken 236 special censuses since 1940; to get the list write the Bureau asking for "Series P-SC, No. 183, Special Censuses conducted by the Bureau of the Census Since 1940," mentioning NFSE and BNS.

Particular counts are fairly voluminous pamphlets; the one on Los Angeles runs to 36 pages and provides population data for more than 300 tracts within the city, each of them located on a map. The data covers sex and age and is divided into white, negro and other races. 1940 and 1946 populations are compared.

Economic Surveys

Departmental economic surveys show: 1. Retail sales declines from August to September in foods, general merchandise and hardware and high seasonal rises in apparel. The declines did not result from New York strikes; sales in that city were up.

2. Manufacturers' inventories continued to advance but are not yet out of (Turn to Next Page, Please)

FTC MODEL TRADE CODE

The FTC conference beginning November 18 on a code for the household dye industry is expected to be a model for like conferences in the cosmetic and other industries—which will come later. Here are some points:

1. Everybody, in any branch of the trade, is invited.

2. FTC will try to get the industry to agree on what competitive methods are unfair and what classes of advertising deceptive. Use of typical adjectives used in advertising, e.g., "fadeless", will be taken up.

3. Rules will be worked out on defamation of competitors, misuse of trade names, commercial bribery, price discrimination in violation of the Robinson-Patman Act, and restraints of competition.

After the conference the FTC itself will propose a code, calling subsequent hearings at which objections will be recorded. But the last step will be the promulgation of rules by FTC.

balance in relation to sales. Distributors' stock-sales ratios are still low, but are getting high in some lines.

Income Rises in South

The per capita income of the South rose from 55 per cent of the national average in 1929 to 69 in 1945, the Department of Labor finds.

Their figures also show that the cost of living in the area increased more rapidly from 1939 to June, 1946, than elsewhere in the country. This was due in part to industrial expansion.

Radio Ad Standards

Broadcasting stations, trying through their trade association to set standards of good taste for commercials, must guard against violation of the Sherman Act. Assistant Attorney General Wendell Berge so informed the industry. Desirability of setting standards has nothing to do with the case; combination to bar obnoxious commercial plugs could result in civil action and high damages. However, the industry was told that it might find some way around the Act.

Credit Controls to Change

The Federal Reserve Board will get rid of its restrictions on department store charge accounts but, for the time being, will keep its restraints on instalment sales. The elimination of charge account restrictions will probably come after the Christmas season. Board figures show sharp increases in all classes of consumer credit.

Expect Rural Downturn

The Agriculture Department's special forecasts on sales for particular farm products look for a downturn in late 1947, based on lower industrial income.

The department has published a 78-page "preliminary" study of "Techniques, costs and margins in distributing cotton products," which can be had by writing the Bureau of Agricultural Economics, Washington 25, D. C., mentioning NFSE and BNS.

Other recent publications, obtainable from BAE, are "Readjustments in Processing and Marketing Citrus Fruits," 190 pages; "Reduction of loss and damage in rail transportation of fresh fruits and vegetables by improved loading methods," 80 pages.

Clerks' Union Decision

Although the Retail Clerks' International Protective Association, AFL, has insisted on jurisdiction of both sales and clerical personnel of Sears, Roebuck, it asked exclusion of clerks of Montgomery Ward's Binghamton, N. Y., outlet, disclaiming jurisdiction. In setting a bargaining election, however, the National Labor Relations Board agreed with the company that clerks should be included.

In line with this decision, organizing activity of the union hereafter is likely to include both classes of employees.

Freight Costs

The Senate Small Business Committee will sponsor a series of bills in the next session of Congress to cut freight costs. These will include measures:

1. Tying railroad charges more closely to actual costs and allowing discrimination among shippers only if justified on a cost basis.
2. Creating a new transport authority to recommend specific rate changes in the light of actual costs.
3. Ordering ICC to set up uniform rates on manufactured products.

4. Authorizing the Public Roads Administration to work out uniform trucking rates with the States.

The legislation is outlined in detail in Senate Subcommittee Print No. 14, "Transportation Program for Small Business," which may be gotten from the Superintendent of Documents, Government Printing Office, Washington 25, D. C.

Surplus Sales Report

Excessive sales costs in the marketing of Government surpluses are charged in Senate Subcommittee Print No. 12, "Report of the Surplus Property Subcommittee of the Committee on Military Affairs," available at the Government Printing Office.

British Import List

British Board of Trade has added 34 items to the products imported in limited quantities by the United Kingdom. The list is contained in the Commerce Department's press release "T-94," which may be gotten by writing the Department, mentioning NFSE and BNS.

Trade Mark Changes

Patent Commissioner Ooms looks for ultimate amendment of the Lanham trademark law, recently enacted, shortening the five-year period in which uncontested exploitation of a mark puts the user beyond suit. He thinks that this feature will allow companies to embark on merchandising campaigns without fear of nuisance suits.

Patent Office itself has grounds for cancelling marks:

1. As before, it may cancel a trade name which becomes a synonym for a product itself.
2. A mark that is not actively used may be cancelled.

New types of identification may be registered. For instance, Ooms thinks that a company can register the peculiar clash of sounds with which a company opens its radio programs.

Population Shifts

OPA's sugar allotments still give a line on population shifts, figured by county. Write OPA for press release "OPA-T-5005" and for "Amendment No. 9 to Supplement 1 to Third Revised Ration Order No. 3-Sugar."

CONVENTION

(Continued from Page 1)

Advertising Company, Publicity, Press and Promotion; all of Los Angeles.

Also included among the appointments were Harold S. Wakefield, executive vice-president, Adohr Milk Farms, Barbecue; Louis C. Sorensen, president, Kelite Products, Inc., Properties and Facilities; Thomas C. Keedy, assistant to General Passenger Agent, Southern Pacific Company, Transportation; Cyril C. Nigg, president, Bell Brand Foods, Ltd., Fellowship; George H. Harger, assistant general manager, Greene-Haldeman Company, Special Guests; and Mrs. W. B. Massie, Key Brands, Inc., the Ladies Committee. All these chairmen are also from Los Angeles.

Raymond Bill, editor and publisher, Sales Management, Inc., New York, was named to head the Resolutions Committee.

Mobile and Seattle Organize New Sales Executives Groups

TWO new Sales Executives Clubs are in the course of organization, according to information received at headquarters of the National Federation of Sales Executives. The new clubs will be in Seattle, Wash., and Mobile, Ala.

The Seattle group held its formal organization meeting on October 28. Forty-five top ranking executives attended the meeting, at which Mitchell Heinemann, vice-president of Jantzen Knitting Mills of Portland, and a district director of the Federation, spoke.

The new group will be known as the Seattle Sales Managers' Club. Con J. Deasy, of the Union Oil Company of California, is chairman of the Steering Committee to work out details of the new organization, along with Robert C. Story of the Seattle Chamber of Commerce and others.

The new Mobile club is being jointly sponsored by a group from that city, leaders of the Birmingham Sales Executives Club and Dan Hudson, President of the Family Reserve Insurance Company, and a director at large of the Federation. An organizational meeting of the new group was held on November 20.

SELLING AS A CAREER

(Continued from Page 1)

ing the selling field, as well as advanced on-the-job training and refresher courses for more experienced salesmen.

Among the long-range plans will be the promotion of courses in Distributive Sales to be organized as two-year classes in Junior Colleges and as full four-year courses leading to a suitable degree in University colleges of commerce and business. In this connection also, it is planned to issue some form of credentials from the Federation to students successfully completing the courses.

Another function of the Committee will be assistance in the organization of speakers' groups in each local club for the purpose of presenting Distribution's story before high schools, clubs, associations and other community groups.

To assure participation by all members of the Federation in this important work, Mr. Matthews urges all regional directors to submit the name of one member from each club in his area to serve on this committee. Every club should recommend to its regional director a man qualified to serve. If the individual club already has a Selling As a Career Committee, the chairman of that group is the ideal choice; but the important consideration is to have every club represented.

STANDARDS

(Continued from Page 1)

"Quick action now," he added, "should enable us to put a preliminary version of the Creed into the hands of Resolutions Committees of certain groups whose annual meetings will soon be held. Missing these meetings could mean a full year's delay in putting our story before these large salesmen-employing groups."

Who'll Sell All These Light Planes?



William T. Piper

"The place where most of the light planes will be sold in this country for the next several years is the small airport. You can't very well sell them without taking them up in the air. So airports are the best sales outlets until the industry gets into big production. And we can't get into really big production for some time to come."

William T. Piper, president of Piper Aircraft Corp., builder of "Cubs," spoke his mind to your SM man at The National Aviation Clinic in Oklahoma City in October. He speaks his mind every time he speaks—this rugged, grey, honest-to-God man who has done as much as anybody to pioneer the light plane . . . and who learned to fly at 50!

"After the first World War there wasn't much building of small aircraft until Lindbergh hopped the Atlantic. Then it boomed to about 6,000 per year," said he. "But we didn't have good enough engines. Production of course fell 'way off during the 30's. The troubles of airplane manufacturers were so bad they were comic. Then we began to get bigger and better engines. Output and sales grew again. But when the airplane industry finally got up to 8,000 planes per year its output was still nothing compared to that of the automobile industry. Chevrolet alone, at the time, was making about 5,000 cars per day! Since this war we're up high once more in production; but I'm not foolish enough to expect it to grow to automobile size soon."

"The result is, the prices of light aircraft have to be fairly high. But they'll come down with increased volume, naturally. What we must have is more good airports . . . good, small airports everywhere—though I favor housing our families before we house our airplanes. We are producing good airplanes, but we can't build up this industry until there are enough airports. The automobile didn't develop, you know, until there were thou-

sands of miles of good roads—mostly covered with concrete. Well, it's the same way with airplanes for private use. They need more landing fields.

"The Government had thousands of small planes left over from the war. A lot of them have been sold to private owners. But they are making a lot of noise and city dads are not sure they want many airports around. These men will wear down in time, though. It's *municipal* airports we need most . . . well-operated, publicly-owned landing fields for an air-minded public to use. They'll come. More of them are getting into operation all the time. Little ones and big ones, in little cities and big. They are the 'concrete roads' which will build up the aircraft industry to the big-volume, lower-cost point it's bound to reach.

"While all this is going on it's still the airport that will sell the most light planes—not the department store and the automobile dealer. Maybe some of these airport operators don't know much about selling methods. Even franchised dealers who have hangars in the airports may not be the best salesmen in the world; but they are the natural outlets for manufacturers. They'll improve with the years as they get experience.

"Production is going to increase. But before it settles down to a comparatively few substantial builders producing big volumes of aircraft at low cost—following the history of the automobile business—a lot of other manufacturers are going to go broke just as I did when I first got into this. My attorney once said: 'Bill, you're the most perfect bankrupt I ever saw.' That was when we were trying to sell airplanes mostly for sport use. They have to be sold for *transportation* . . . for long-distance useful travel. The good light planes of today are built to deliver just that. So that's what they should be sold for . . . and selling methods will improve to do it."

"Don Q." Biggs Sells Golden Rule To Bosses and Labor

A fresh breeze is blowing out of Ponca City in the flat Oklahoma country. It's a breeze that many people wish would develop into a strong wind to help clear up labor trouble in this nation. It is generated by George Biggs, oversize, 56-years-old, ex-Goodrich Rubber Co. salesman who resigned his job as sales promotion manager of Continental Oil Co. October 19 to start a new "union" of all grades of white collar and overalled employed people called The American Workers. And what a "union!" It's based on salesmanship and cooperation . . . selling an employer the proposition that if employees deliver ideas and performance *first*, they are to get increased wages out of profits they help to create. Who ever heard of such a "union?" Nobody.

"I am tired of all this labor-management quarreling," says Biggs, who was born in western Kansas poverty and worked his way through University of Kansas selling things. "I think a lot of people have lost sight of the tremendous opportunities they can have in America if they'll just *work together*."

"If employes work hard and produce more they should be paid more. But not until they produce. They should ask and expect opportunities to advance. But bargaining should be friendly, not threatening. And employers should play ball whole-heartedly. Those are the major premises of The American Workers. You could call it the Golden Rule in practice."

At his own expense George Biggs has put some promotion behind his new idea—a few advertisements and a lot of speeches and letters to employers and workers. "But one of my biggest handicaps," says he, "is that suspicious people think I'm working for Continental Oil or the

National Association of Manufacturers. I'm not. Nobody is backing me except a few hundred of the people who have seen my advertisements or the Associated Press story late in October and who have begun to join up.

"Another handicap is this: I've had a great many responses from working men who say they're tired of the kind of leadership their unions have given them, but they dare not speak up for us or sign their names to anything for fear of trouble. However, a number of independent unions are showing great interest. I am asking these unions to tell me just how we can work with them. I have found out, of course, that securing members is not easy. But it can be done. My organizers have to get 'leg men' who can sell industrial life insurance. The two jobs are surprisingly alike.

"I've had a great many letters and calls from management folks, too . . . including industrial engineers and industrial counselors . . . and from several presidents of companies. These have come from all over the nation. I'm glad to hear from them, for this thing ought to be *big*. Maybe it requires greater organizational ability than I've got."

So Don Quixote Biggs draws a big breath each morning, whether he's in Ponca City or on the road, couches his lance and charges the windmill of labor-management ignorance, ill-will and established practice. He makes speeches, sends out printed matter setting forth the principles of The American Workers, answers letters and wires and telephone calls, organizes helpers and hopes enough people will take a hand to make his idea work nationally. He's setting up "cells" here and there to spread the gospel. He's a salesman selling *cooperation*.

George Biggs and family



He Gets "100%" Labor Efficiency



E. F. Pierson

"Labor is not a commodity; it's *people*. My people in plant, offices and sales force have the same wants, aspirations and hopes for future security that I have. If they all haven't the business sense to provide for those things, then it's my job to help them do it. We do that in this Company. Our plant is not organized; we have no labor trouble. And I do believe our efficiency is close to 100 per cent. What more could I ask?"

Your roving SM editor, who hears business heads everywhere tell him their greatest worry is management-people relations, just sat and stared at E. F. Pierson. He has no such worry. This tall, bright-faced, cheerful president of Vendo Manufacturing Co. of Kansas City, Mo.—and Chamber of Commerce president—looked out at his 360,000-square-foot, 600-man plant which makes Coca-Cola vending machines, coin changers, garage door openers, gas ovens.

"When I was a grocery salesman and later a real estate operator," he said, "I saw tired men of 65 discharged without much security. I thought those people—if they had been loyal and hard-working—should have had a share in the businesses they had worked in all those years. So *our* people get a share. Every three months, when the profits of the Company warrant, each associate—all our employes are 'associates' you know—gets a bonus. It increases with length of service. That's cash in hand for today." (For wage-hour people it is 1½ day's pay per quarter the first year.)

"Then there's our Vendo Trust Agreement. Each year, if the financial position of the Company permits, we deposit to every man's credit an amount equal to one month's pay at the end of his second year and two month's pay each year thereafter. That's for his future security.

"Our stockholders are not kicking. They *believe* in the plan. They believe it's to *their* benefit—and the general good of the company—that all of our people who qualify should have a financial stake in Vendo. So we

make these payments regularly. But if we ever have to pass one we will explain fully so nobody will be left in the dark.

"Of course that's not all. Each full-year 'associate' who has worked at least 1600 hours gets one week's vacation with base pay; two or more years, two week's vacation. Then he can take that fishing trip or something. He doesn't work on holidays but he is paid anyway. He can borrow money at low rates—or make savings deposits—at our credit union. We help him pay for craft education. He has access to one of the most complete group insurance coverage plans offered by any industrial concern."

But even that is not all. There are the birthday cards to every "associate," signed in ink by President Pierson. There is the Company annual picnic and the Company big Christmas party to which every "associate" is invited with his family . . . "Because we think as much of your family as we do of you," Elmer Pierson keeps telling them.

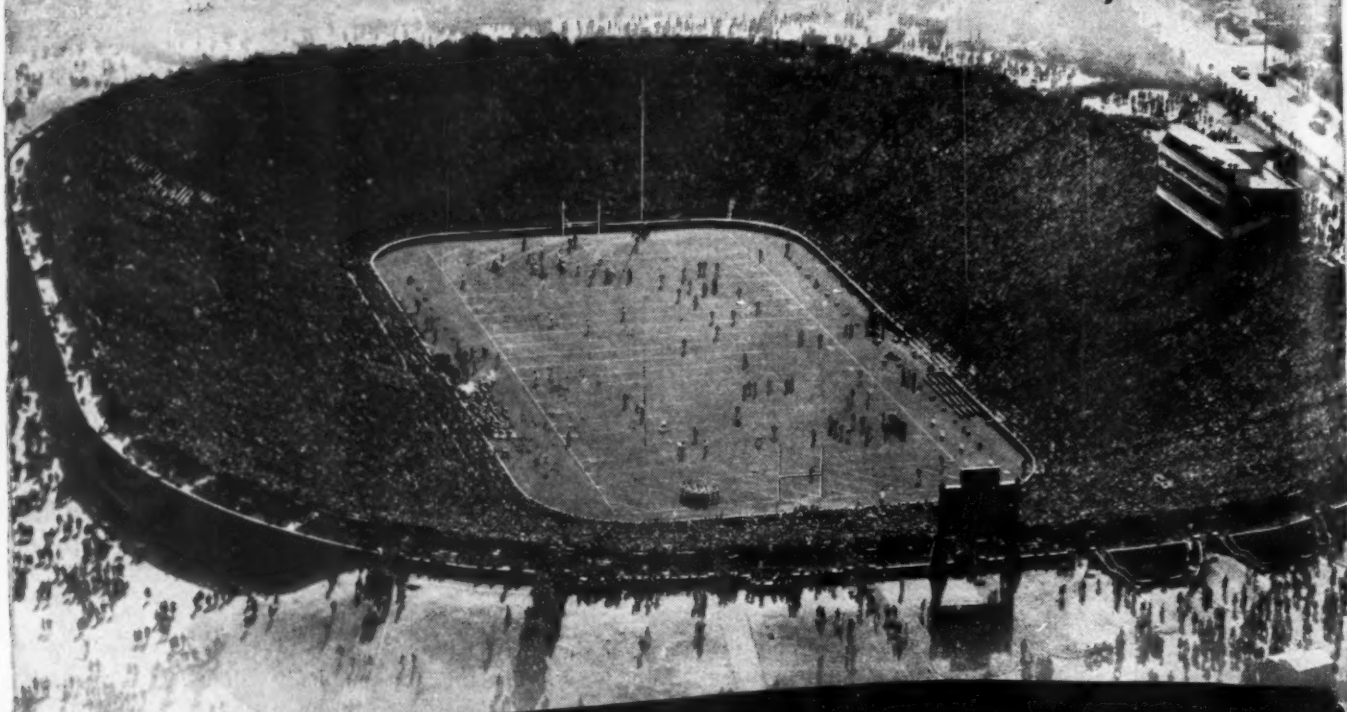
And he tells them plenty more. He tells them "as much about the business and its problems as the board of directors knows—except certain confidential figures."

In word and deed he tells them free enterprise is *good*; but he never even mentions "free enterprise." He just makes it clear that they all have job opportunity; that they must depend upon *themselves*, not Uncle Sam or Santa Claus, for their future; that hard intelligent work does it; that the Company provides a stake in the business for intelligent, hard workers. "That's free enterprise the way they can understand it." He's the kind of big boss who goes down into his shop and who knows a lot of his "associates." But he's no namby-pamby. Not this big grandson of Sweden. There are Company rules and everybody knows what happens when they're disobeyed.

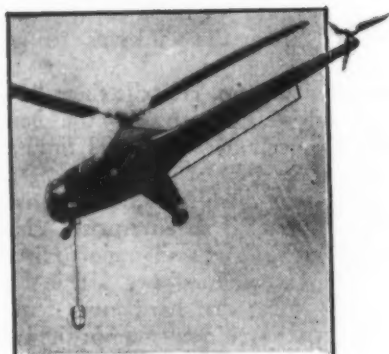
"This is not paternalism," declares President Pierson. "It's just good business. It *pays* in loyalty and performance. I think more companies should adopt it; but I'm not trying to tell anybody else how to run his business."

FOREFRONT OPINION is compiled by E. W. Davidson

MICHIGAN-ARMY DRAWS 85,000!



The DETROIT NEWS *outdraws 'em*
20 to 1...every day!



Only 19 minutes after leaving Michigan stadium at Ann Arbor, this helicopter delivered photos of the Michigan-Army game direct to The News building. A new use for a helicopter — another "first" for The Detroit News.

It takes a football classic like Michigan-Army to draw 85,000 fans, and a huge stadium like Michigan's to seat them. Yet that throng represents only 1/20th of the drawing power of **THE DETROIT NEWS** *every day!* Picture 20 stadia this size . . . or one gigantic stadium capable of seating more than 1,500,000 people* . . . and you'll have a fair idea of the number of *readers* that will see *your* product story every single day of its insertion in **THE DETROIT NEWS!**

*Based on A.B.C. average weekday circulation of more than 400,000 multiplied by average family unit of four.

The Detroit News The Home Newspaper

OWNER AND OPERATOR OF RADIO STATIONS WWJ AND WENA

DAN A. CARROLL, 110 E. 42nd St., New York 17

J. E. LUTZ, Tribune Tower, Chicago 11

New Books for Marketing Men

(The Book Editor will be glad to consult with subscribers concerning their book problems. But when ordering, please write direct to the publisher. Sales Management cannot fill any book orders.)

How to Select Better Salesmen, by William Rados. Published by Prentice-Hall, Inc., New York City. Price \$5.00.

Without a steady supply of suitable raw materials machines would lie useless. So even the best-gearred sales organization will starve unless it is constantly replenished with men. No one would think to feed an open hearth furnace with paper. Yet the seemingly insatiable appetites of many sales organizations which devour men by the hundreds and eject almost as many indicate that they are being fed the wrong thing.

Unfortunately, it is not easy to pick the right men; it requires a lot of hard work. Mr. Rados, who since 1930 has specialized in developing sales manpower and now serves as president of the National Society of Sales Training Executives, lays no claim to a simple solution. He told this reviewer that he had found no short-cuts, no single step that would insure consistently good selection. But he does present an integrated plan which will cut mistakes to the bone.

Two widely held notions block intelligent hiring. Managers who subscribe to the first believe that their own judgement and intuition are the best indicators of sales talent. Their theme is: "Just give me a few minutes alone with a man and I'll know whether or not he can sell." They need no interview forms, no job analysis, no physical or psychological examinations, nothing but the contact between their own personalities and those of their potential salesmen.

The second school goes to the opposite extreme. They say: "Casual observation can't tell us what's inside a man's mind, whether he's honest under temptation, whether he's subconsciously interested in selling." So they turn over the whole problem to the X-Ray eye of a psychological testing agency and slavishly follow its recommendations. In Mr. Rados's view, both seasoned personal judgement and psychological investigation are valued tools. But they do not exclude the many other factors which can raise the sales manager's batting average and the selling average of his force.

There is no abstract "ideal" salesman. Granted that such negative qualities as dishonesty and extreme laziness can disqualify a man for selling, the pattern of the ideal man differs radically between companies and industries. To discover the components of this ideal in any individual case a thorough job audit is indicated. Just what are the salesman's duties? Must he service installations,

make collections, survey for prospects? What is the ratio between selling and non-selling activities?

Even small sales forces may include several different types of sales jobs. Under inventory these differences show up and men can be hired to fill specific jobs. Only through such analysis can the sales manager provide himself and his associates with a concrete knowledge of hiring goals.

Once you know what you want your men to do, it will be easier to determine what they must be. Mr. Rados presents basic charts of the most important qualifications for salesmen which sales managers can adapt to their own needs. He suggests that they decide which qualifications are determinable by direct observation, which can be inferred from the interview, which requires corroborating evidence such as investigation and references, and which are measurable by medical examination and psychological tests.

Well designed interview forms, the best means for directing and regulating an interview, are reproduced. Whenever possible, Mr. Rados suggests, several executives should rate each screened applicant.

Good appraisal programs are just as important in upgrading already employed men as in choosing new ones. And managerial problems, too, should be scrutinized, for effective sales management comes from the top.

Mr. Rados has effectively covered every aspect of a complete selection and appraisal program, and documented each step with excellent examples. Flexible enough for use in any company regardless of size, *How to Select Better Salesmen* makes a definitive contribution to the field of sales management.

Self-Service Food Stores, by editors of *The Progressive Grocer*. Published by The Butterick Co., Inc., New York City. Price \$3.00.

Few retail operations have changed as radically in the past decade as has grocery store merchandising. The revolution in food processing and packaging has called forth a corresponding change on the part of retail food outlets. Butter, cheese, tomatoes, even such slippery items as hamburger and brains, today

are available in pre-packaged, pre-priced, ready-to-take-home form. And with frozen foods coming to the fore, a whole ready-cooked family dinner can be lifted off the shelf. This trend is making the grocery clerk and his "Will you have some fresh cheddar cheese today, Mrs. Jones?" a figure of the past. Mrs. Jones would rather browse around the self-service dairy case and let her eye be her guide.

Processing advances are not the only factor behind the change. Greatly increased wages requiring ever higher sales per employe and shoppers' desire to find the complete shopping list, from mops to caviar, in one store, are also pressing food retailers into diversified self-service operation.

The grocer whose experience has been with traditional "And will that be all, Mrs. Jones?" service finds himself on a limb. He doesn't know what successful self-service calls for or how to go about achieving it. Yet he must convert his store if he is to stay in business.

The importance of self-service in food store operation is borne out by the statement of Joseph B. Hall, president of the Kroger Co., before a meeting of Grocery Manufacturers of America in New York City on November 19. Mr. Hall states: "Kroger is now primarily a self-service chain. True, about half our stores are still service stores, in which clerks stand behind counters and sell goods. But our self-service stores are newer and larger. They already account for about 75% of our dollar sales. This percentage will increase constantly, for our new stores will be almost exclusively the self-service type."

Though *The Progressive Grocer* planned this study to bring the know-how of self-service to grocers throughout the country, it can be a valuable tool for manufacturers, improving their relations with dealers and lifting sales.

Every company which distributes its products through the grocery trade should include *Self-Service Food Stores* in its salesmen's training. They might also reproduce in quantity many of the blueprints given here and make them a part of salesmen's kits.

The many inefficiencies in store operation which have persisted during the war will, unless checked, throw thousands of grocers out of business in the more stringent days ahead. Food manufacturers' salesmen who are equipped to give retailers concrete advice on efficient, low-cost operation will maintain a thriving group of customers for their companies. And they will be in a position to help food retailers with what is probably their most important problem: how to convert their stores to sell more at a profit.



OPPORTUNITY ... IN SPOKANE AND

"Back in 1929 when I became financially interested in a Spokane electrical business, I regarded this city as one of the Nation's most promising communities. In those days Grand Coulee dam was just a dream. Today with the mighty Columbia harnessed, further industrialization of this city and its suburbs by Island Empire is assured. Although my own business interests in this area have been growing steadily for two decades, opportunities for further expansion are unlimited."

Eric Johnston

Eric Johnston

Sales Ideas? Fram Gets Them Right Out of the Field

As told to M. S. Sullivan BY **HOWARD E. ROBINSON** • Sales Manager, Fram Corp.

For nine years distributors and dealers from Fram Corp., Providence, R. I., have been the source of practically all our sales building ideas. Picked up and culled out by company executives from their Nationwide field contacts, these ideas have given Fram promotions a degree of originality and aggressiveness far beyond anything that could have been developed at a desk. We believe that our promotions have achieved practically 100% success because they have so largely originated in the field.

We believe it is impossible for an executive to stay in his office and know what is going on in the field. Neither is it possible for an executive to know that by depending upon occasional chats with selected tradesmen in a locality convenient to the home office. To provide reliable data, there must be a well planned broad scale activity to include cities and towns all over the country.

That is just what Fram executives do as a matter of established routine. Rarely can all members of the headquarters organization be found at the factory at any given moment. President, vice-president, divisional sales managers and assistants are traveling constantly spending from one-half to three-quarters of their time in the field.

In addition to executive time spent in the field, we have 11 district managers, 25 assistant district managers plus a large staff of junior salesmen and sales engineers who contact every account at least once every 90 days. This staff is trained to encourage and report any suggestions, ideas or complaints that might form the basis for profitable sales building campaigns or which might improve on some existing activity. If management needs a comprehensive set of opinions on any question in a hurry, a call to this field force returns an answer within a few days, straight from the men who know.

Executive business trips for Fram are in no wise "junkets," nor merely good-will calls. Question after question is asked of the contacts until we get at the root of our various problems. Our distributors and dealers know from previous experience that we sincerely want the facts of their problems and troubles and that given

those facts, we frequently are able to develop plans that mean more profit to them.

In addition to ideas produced at the time, Fram is constantly building a future reserve of ideas—an idea bank. When customers know you seriously want their help they usually become seriously business-minded. As a result Fram men in the field many times hear a customer-contact say "I was thinking about something you asked me the last time you were here," and then he goes on to explain a problem for which he has worked out a possible solution.

Fram Corp. was started in 1934. At that time oil filters were almost unheard of, and the average motorist did not consider it a necessary item. So aggressively has Fram merchandised and popularized oil filters that today most automotive companies and millions of motorists all over the world are filter conscious. Sales doubled and trebled. From a single

manufacturing unit Fram has grown to an organization of four manufacturing plants and a complete administration unit in five different cities around the country—Providence and Pawtucket, R. I., Osego, Mich., Jacksonville, Fla., and Independence, Kan. Its oil and motor cleaners and Fram replacement cartridges are sold to automotive distributors for resale to garages, service stations, fleet operators, farm machinery dealers and to a multitude of outlets in the industrial market wherever lubricating or fuel oil is used.

One of the first major boosts in sales came as a result of suggestions picked up in the field. In those days only a few manufacturers used oil filters as standard equipment; buying one at a service station was practically unheard of. Instructions for installing were not specific. To install one, a man had to be a very good mechanic; it was a job few would or could perform. These service bar-



"Who wants to go down to Washington and explain the law of supply and demand to a Congressional Committee?"

BUSINESS
Makes a Market!

..... and in Retail Sales,
TACOMA - PIERCE COUNTY
is definitely
WASHINGTON'S
SECOND
MARKET!

TACOMA-PIERCE County—second in population among Washington State counties—chalks up, as well, the second-place spot in buying income and in retail sales. (Check Sales Management's 1946 Survey issue!) And remember—the dominant Tacoma News Tribune is a "must buy" if you hope to cover Washington's Second Market. Circulation now in excess of 60,000 daily!

The **TACOMA** **News Tribune**

REPRESENTED NATIONALLY BY LORENZEN & THOMPSON, INC.

riers prompted mechanics to discourage motorists who showed any interest. In the event that a motorist really insisted upon having one installed, a garage man had to go out and buy a coil of copper tubing, fittings and work out his own plan of installation.

As we talked with mechanics on our trips around the territory, any number told us they probably could sell and install many more if they could have an easier method of installation. Several asked us to work out definite instructions on popular makes of automobiles.

This resulted in the Fram Fram-flex Installation Manual, first issued in 1938. New editions are printed from time to time, the present edition running to about 100,000 copies. It has 48 pages, 8½ by 11 inches, and is conveniently indexed for busy mechanics. It gives A-B-C instructions for installing Fram filters in every automobile in current use. Cars are grouped alphabetically. Diagrams are freely used and instructions are so simple anyone can follow them. So helpful were these that mechanics asked for similar help for tractor jobs, whereupon Fram published detailed instructions for every make and model of farm tractor in use.

Develop Installation Kit

About the same time we began to get requests to furnish parts for specific filter jobs so we developed installation kits which include everything needed for a given job. At first there were three, Ford, Chevrolet and Plymouth. The number has been gradually increased until we now have 40, which takes in every passenger car, all popular makes of trucks and tractors.

We soon found dealers asking that filters be added to these installation kits. These packaged units now sell in large numbers to the medium size and large service stations, while the service kits without the filters remain popular with smaller stations.

A new industrial division in the company is the result of field work. Various contacts indicated the large potential demand for oil filters for various industrial uses and this has now been concentrated in a separate division for development and expansion. One of these markets is the domestic oil burner industry.

Within the last year we have run two advertising campaigns in which newspaper space was used for the first time by our company. As we talked with customers in various cities and towns, we heard good comment on our national magazine advertising,

SALES MANAGEMENT



Millions have seen the Gardner Giant Laughing Santa Claus
... one of the greatest window attractions of all time.



This time of year everyone is thinking of Christmas . . . Santa Claus, Jingle Bells and all the cherished traditions of the happy holiday.

The yuletide season at Gardner has an added significance. It's then we know that Christmas shoppers from coast-to-coast are being entertained by Gardner-created animated toy windows.

You are almost certain to see a Gardner Christmas window in all the leading cities throughout the country . . . for this year over 100 of the nation's leading department stores are presenting Gardner creations as their window attractions.

Each year the Christmas Season is the climax of a year's effort which has seen Gardner designing and building the

unusual in Christmas windows . . . incorporating in them the same fine craftsmanship and showmanship which has been responsible for the name of Gardner being first in displays and exhibits in the industrial and retail field.

Gardner
DISPLAYS

477 Melwood Street

Pittsburgh 13, Pa. • Mayflower 9443

516 Fifth Ave., New York 18, N. Y.—Vanderbilt 6-2622

185 N. Wabash Avenue, Chicago 1, Ill.—Andover 2776

810 Book Tower Bldg., Detroit 26, Mich.—Randolph 3557

but a number of men questioned the spending of so much in that medium without local tie-in. Some of the men suggested that some local copy would give them a good build-up and establish them as Fram headquarters in their respective territories. Several said local copy would help them clinch the sales started by the national impressions. It made Fram aware of the fact that distributors and dealers felt entitled to a boost in local prestige.

We used three column, 10 inch space in at least one daily newspaper in every city and town in the United States where a daily is published, plus space in 2,700 weeklies. Distributors and dealers were told in advance of the date and were urged to buy tie-in space. They were all furnished with

blowups of our advertising to identify their places of business. It was gratifying to find that most distributors in the cities where advertising appeared bought tie-in space as did thousands of dealers. The campaign was a direct result of field work and helped to give Fram the best year in our history.

And here's another very profitable venture undertaken solely as a result of field conversations. It concerns the farm market. We had done a great deal in the tractor field, but had always considered it an isolated market, unrelated to other filter markets. One day a tractor dealer remarked that once he sold a filter for a tractor, he could often make additional sales with little effort because most farmers have a passenger car, truck and stationary engines.

The idea struck home and we started a promotional campaign to "Put Fram on All Four." This has proven one of our most profitable promotions and is still going very well. We used farm publications plus poster advertising, merchandising pieces and hand out literature.

Our unconditional money-back guarantee on oil filters was instituted as a direct result of field conversations. In those days when filters were not so well known, one distributor thought a guarantee of some sort would help. He thought if a manufacturer had the courage to step out and guarantee his product, it would give it a big sales lift. We made an unconditional guarantee.

It produced an important upturn in sales and increased Fram prestige, while the returns under the guarantee are negligible. Of the five or six such returns, most have been with a humorous slant as, for instance, the young draftee who was disposing of his possessions to enter service.

Our field contacts in the western area opened our eyes to the large sales potential in the combine market, and Fram has prepared a manual of 40 combine installation instructions plus service kits and print-

ed aids for service outlets. This type of business is rapidly increasing and indicates an ever increasing part of our business.

In addition to these important campaigns and promotions, there have been hundreds of similar stunts and ideas thus derived. Stopping at a small service station in Texas, a Fram executive noticed a display of a used cartridge. He put his finger on it only to get the finger covered with sludge. The station operator laughed and explained "That's what everybody does. It drives home just how much dirt the filter keeps out of the motor, and I sell a Fram filter or a replacement cartridge."

From this little by-play was developed an advertising kit featuring the Fram slogan "How's Your Oil Filter?" over a white pan in which the dealer is instructed to place a dirty, removed cartridge. This simple yet dramatic story-telling idea has been widely used.

Field Tests Plans

Not only do our field contacts produce ideas but they serve also as testing grounds for plans before they are officially released. Through them, difficulties are ironed out and campaigns progress with more definite assurance as to acceptability and results. Such was the case when we decided to stencil our theme question "How's Your Oil Filter?" on garage and service station driveways. It sounded like a good idea. Twenty-five service stations were picked for the test. It took only 10 or 15 minutes to paint the query on the drives of each station. Operators were asked to keep a cash register check of filter and cartridge sales during a given period. So outstanding were the results that it was at once released nationally.

Here at the home office there is an established routine for handling these suggestions and ideas. They are presented to the planning board which consists of all company executives plus advertising and merchandising counsel. They are banded about, the pros and cons weighed and balanced. Some are marked for further discussions with distributors and dealers, some for immediate development, a few filed for possible future use and others definitely rejected. Those earmarked for development are whipped into shape, presented to a reasonably wide cross-section of trade opinion and finally endorsed by the planning board.

The dominant position in the industry held by Fram today would indicate that the company must be on the right track.

SALES MANAGEMENT

KROYDON COVER

TOUGH
SOIL RESISTANT
WATER REPELLANT
EYE APPEALING

for CATALOGS
MANUALS

INSTRUCTION BOOKLETS
PORTFOLIOS
PROPOSAL COVERS

*Distributed by
leading Paper Merchants*

HOLYOKE CARD & PAPER COMPANY
Springfield 7, Massachusetts

WHO'S GETTING THE LIONS SHARE?

How the American Negro spends ten billion dollars annually is a vital question, to which we will soon have the answer. The Research Company of America is making a brand preference study of the 25 principal areas inhabited by Negroes in the U. S. This is the only study of its kind ever conducted. Reserve your copy on your letterhead now. We serve 24 times as many Negro papers as all other representatives.

INTERSTATE UNITED NEWSPAPERS, Inc.
NEW YORK • CHICAGO • DETROIT
545 FIFTH AVENUE NEW YORK 17, N. Y.

U. S. Food Industry Alerts Itself to Peacetime Trends

Growth of self-service retailing, strong brand identification, are important themes at GMA 38th Annual Meeting.

Production of food products since V-J Day has continued at the wartime level, Arthur C. Nielsen, president of the A. C. Nielsen Co., told members of the Grocery Manufacturers of America, Inc. at the 38th annual meeting held in New York City November 18-20.

Mr. Nielsen pointed out that on a tonnage basis, sales of grocery and country general stores are now estimated at 45% above the pre-war level. Treating with what's ahead in the grocery products industry, he outlined the following six-point plan for success in post-war food marketing:

1. To employ certain precautions in launching new products and invading competitive fields.
2. To re-appraise competitive brand positions and promotional methods in the light of new conditions.
3. To take specific steps to improve competitive position—and thus be prepared in the event of a recession.
4. To insure success in post-war marketing by improving knowledge of marketing research and its most effective applications.
5. To encourage and support sound efforts to develop improved marketing research techniques.
6. To sell the American public on the company itself as well as on the products it produces.

Jim Nash, noted package designer, urged grocery manufacturers to establish strong brand identification on their packages and then change *selling* copy as frequently as necessary. To emphasize the wisdom of such a policy, Mr. Nash reminded his listeners that the sides and back of a one pound package of tea offer the equivalent of 350 newspaper lines or 50 square inches of space. He depicted the food package as an advertising medium and "not a fixture you'll live with forever." With 75% of all retail food stores now self-service, Mr. Nash told the manufacturers that their packages should attract the eye of the customer when she is five feet from the shelf on which they are

displayed. Package design, he continued, has the initial task of getting the package into the shopper's cart. Then, the contents of the package and the information on it must take over to assure repeat purchases.

In his address before GMA, Joseph B. Hall, President of Kroger Co. (Kroger Stores) said, "We operate a merchandising democracy. Our public—the customer—votes every day. Every brand is a candidate. And it is *elected* by being *selected*. The winning brand is the brand with the most customer choices. And we do not stuff any ballot boxes. Our cash registers are guaranteed to give an honest count."

Referring to the cost of distribution, Patsy D'Agostino, president of the National Association of Retail Grocers, declared that obviously retailers cannot lengthen hours nor cut the wages of employees. He warned that if the right types of men and women are to be encouraged to work in retail food stores wages might have to be advanced even further, and that the solution lay in the ability to maintain and increase the present volume of business.

Now that Government food controls are off, with but two or three exceptions, E. A. Meyer, assistant director, Production and Marketing Administration, Department of Agriculture, urged the food industry to make transition orderly.

Stating his conviction that the grocery manufacturer must be regarded as a seller rather than a buyer of farm goods, Louis Webster, a farmer in Blackstone, Mass., said that the continuing creation of mass markets for farm goods by manufacturers had helped to raise cash income on farms from a gross of five to six billion dollars in 1932 to a gross of 24 billions in 1945.

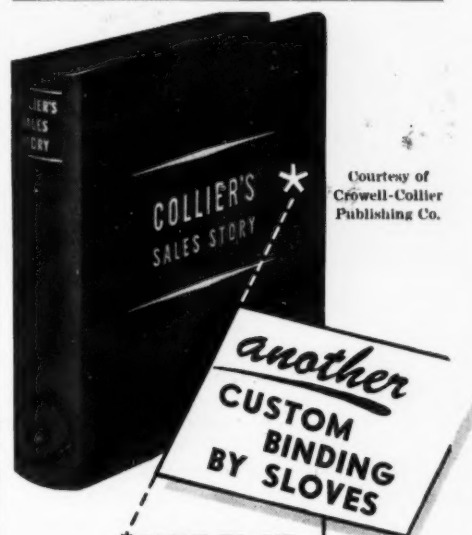
At the business meeting of the three-day session, Paul S. Willis was re-elected president of GMA and Donald B. Lourie of Quaker Oats Co., was named to succeed O. E. Jones as first vice-president. Austin S. Igleheart, president of General Foods Corp., was elevated to the second vice-presidency, while Mark Upson of Procter & Gamble was elected third vice-president.

BIG NEWS ON
PAGE 1
SECTION 2

For news of what's doing in Dallas, the place to find out is Page 1, Section 2 of The Dallas Times Herald. For here, day in and day out, seven days a week, is an entire page made up exclusively of local news . . . news gathered by top reporters and presented in a manner that for years has caused Dallas citizens to turn to Page 1, Section 2 to find out what's happening in Dallas.

THE DALLAS
TIMES
HERALD

DALLAS' GREATEST NEWSPAPER
Represented by
THE BRANHAM COMPANY



Courtesy of
Crowell-Collier
Publishing Co.

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— looseleaf leather
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CERLOX COILED WIRE SPIRALASTIC POST

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no miney, no mo



IN some markets, you might have to stick a pin blindly at a list to pick a medium for your advertising.

But not in San Francisco. Here, for more than fifty years, The Examiner has been far out in front of the field in *every* way.



San Francisco **EXAMINER**
FIRST FOR MORE THAN 50 YEARS

NATIONALLY REPRESENTED BY THE HEARST ADVERTISING SERVICE

SALES MANAGEMENT

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, **SALES MANAGEMENT**, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

ADVERTISING

123—A Potent New Sales "Plus:" Flameproofing, by Etna M. Kelley. (Price 5c)

121—The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion? A portfolio of the 19-article series by James C. Cumming. (Price 25c)

106—The Job of the Advertising Department. (Price 5c)

85—Why Big Advertisers Are Stressing The Story of Their Trade-Marks, by Philip Salisbury. (Price 5c)

MANPOWER PROBLEMS

132—How General Foods Gives Management Training to Top Executives, by Austin S. Igleheart. (Price 5c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Burton Bigelow and Edwin G. Flemming. (Price 5c)

130—How to Spot, Appraise and Spike Grievances among Salesmen, by Robert N. McMurray. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

127—"Dollar-Hour" Travel Costs for Air, Rail, Bus Transportation. (Price 5c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

124—What Type of Salesman Makes the Biggest Hit with Buyers? by Norman R. Catharin. (Price 5c)

116—Frame Your Compensation Plan to Encourage More Selective Selling, by Kevin J. Solon. (Price 5c)

112—Six Sound Reasons Why You Should Use A Patterned Interview in Hiring Men, by Robert N. McMurray. (Price 5c)

101 — Security - Opportunity - Recognition: Basic Factors in Salesmen's Morale, by Edward McSweeney. (Price 5c)

87—How and Why U. S. Rubber Adopted Conference Training for Salesmen, by A. B. Ecke. (Price 5c)

PUBLIC RELATIONS

113—How to Hold a Press Conference—A Primer for Management Men, by James W. Irwin. (Price 5c)

REFERENCE TOOLS

134—Retail Distribution in 1946—A

Forecast, by W. F. Gilbert. (Price 5c)

133—Shall We Display and Advertise Price? Public Says "Yes!" (Price 5c)

125—N. Y. Buying Groups Increase Department Store Memberships in 1946. (Seventeen principal retail store groups and their national membership in principal cities.) (Price 10c)

117—A Selected Reading List for Professional Salesmen, by Dr. James F. Bender. (Price 5c)

103—A Time Saver List of Sources for Maps for Sales Executives. (Price 10c)

SALES MANAGEMENT

128—A Portfolio of Sales Control Forms. (Price 10c)

118—New Management Patterns to Meet Tomorrow's Scramble for Sales, by Burton Bigelow. (Price 10c)

107—The Job of the Sales Department. (a chart) (Price 5c)

SELLING AS A CAREER

122—Careers in Sales—What Have They to Offer to Youth? (Price 5c)

95—GI Joe Asks "Shall I Seek a Career In Selling After The War?" by Burton Bigelow. (Price 5c)



LUXOR LEATHERCRAFT CORPORATION
29 West 34th Street, New York 1, N. Y.

*Subject to 20% Federal Excise Tax.

It's good business to give smart gifts!

*Imported
Pigskin*

For a distinguished entrance, for a fine showing, a superbly styled zippered brief case wonderfully made of rich, imported, genuine pigskin so very scarce these last five years.

(center)

140/19. Imported genuine pigskin. Grained finish. Black, brown. Four pockets. 16"x 12½"x 3". \$14*.

140/22. Same as 140/19. Natural imported genuine pigskin. Smooth finish. \$18*.

140/27. Same as 140/19 in extra large presentation model. 18"x 14"x 3". Brown. \$16.50*.

(upper left)

140/23. Natural imported genuine pigskin. Smooth finish. Two pockets. 16"x 11"x 2". \$14.65*.

140/18. Same as 140/23. Imported genuine pigskin. Grained finish. Black, brown. \$9.90*.

Available for immediate delivery in any quantity



1947 WILL BE AN *Automotive Maintenance Year*

The new cars didn't come through—so the old cars have to. In spite of the fact that their average age is over 9 years and their mileage figures are astronomical, they have to keep running—and that is why 1947 will be an automotive maintenance year.

**FIRST In Importance
Will Be
Car Dealers and Independent Service Stations**

—and they are the outlets, nearly 65,000 strong, who subscribe to MOTOR AGE. These men will keep 32,500,000 cars and trucks on the road, and they likewise will sell and service whatever number of new cars are manufactured in 1947.

These are the men who will buy, sell and use the parts, accessories, supplies, tools, shop equipment, etc., which you and other manufacturers will produce for the automotive after-market.

On the basis of such readership MOTOR AGE suggests that it should be first on your automotive business magazine schedule in 1947.

MOTOR AGE

A CHILTON Publication



Chestnut and 56th Streets
Philadelphia 39, Penna.

Dear Editor...

SM Is Sorry

Editor, SALES MANAGEMENT:

Maryland Trust Company have been deluged with requests for a publication known as *Trade Trends*, which they discontinued in 1942.

The requests have mentioned that the announcement was seen in recent issues of SALES MANAGEMENT.

Our client would like very much to have a copy of the announcement in order that they may intelligently reply to the letters which they have received.

M. E. BUSCH
The Emery Advertising
Co., Inc.
Baltimore

(*Trade Trends* was listed in "A Current List of Selected Information Sources for Businessmen," SM, Oct. 1, p. 140, under Bank Letters. Apparently when SM errs the sales world notices. —THE EDITORS.)

Attention, Readers

Editor, SALES MANAGEMENT:

On page 140 of your October issue, I note you quote as a source of information for business men on automobiles, the *Automotive News Almanac* which, prior to Pearl Harbor, we published annually, summarizing all available statistics. The last issue, published on November 6, 1944, was our eleventh edition.

We shall hope to publish another *Almanac* in the Fall of 1947 when comparative statistics of present production and registration are available.

The address you give is our New York branch office.

The most comprehensive and accurate source of figures on automobile production and registration, etc., etc., is our weekly *Automotive News* which is known as "the Newspaper of the Industry."

We think this should be called to the attention of your readers and trust you will appreciate our calling this to your attention.

GEORGE M. SLOCUM
Publisher
Automotive News
Detroit, Mich.

Add This to Your List!

Editor, SALES MANAGEMENT:

We have followed with considerable interest your recent feature by Peter B. B. Andrews in which a list of sources of information for business men was presented.

DECEMBER 1, 1946

However, Mr. Andrews did not include in his listing any of the information contained in our 9th Annual Statistical Number. A reprint of the statistical data contained in this issue is enclosed. You will note that this booklet contains an estimate of the tractor population of each county, number of farms and farm income by counties, in addition to considerable other data as regards production and sale of farm machines and equipment, farm and crop data, rural electrification and a wide range of other subjects.

Our Statistical Number has proved very popular with all segments of the farm equipment industry. It was necessary for us to prepare the enclosed reprint in order to meet continuing demands for this information because the supply of complete issues was quickly exhausted despite the fact that several thousand extra copies were printed.

We would appreciate your calling this matter to the attention of Mr. Andrews so that future compilations will not omit this excellent source of information on the farm equipment industry.

EMMETT P. LANGAN
Research & Promotion
Manager
Implement & Tractor
Kansas City, Mo.

Sales Love

Editor, SALES MANAGEMENT:

On page 62 of the October 1st issue of SALES MANAGEMENT, there is a cartoon which is quite appropos to our company's operations—K & M being manufacturers of asbestos products.

Our purpose in writing is to check whether you would grant us permission to run this cartoon in our house organ, the K & M Newscaster. We might explain that this is purely an internal type house organ, going only to our own employees. Since we use offset printing, we believe we could reproduce direct from the copy of the cartoon which we have.

Thank you for consideration in this matter.

J. H. DINGEE
Public Relations Manager
Keasbey & Mattison Co.
Ambler, Pa.

(Permission granted. The scene: Two lovers on a park bench with the hero declaring "... and I said to him 'J. B., on a carload of asbestos shingles you save 10% and then there's the extra 2% ten days ...'" —THE EDITORS.)

At Last! — The World's Finest 2-Cell Flashlight with Your Advertising Imprint

The No. 122 Gits Unbreakable Super Right Angle Flashlight that recently withstood the sensational 30,125 lbs. trailer truck test—the same sturdy light that served the boys so faithfully on every battlefield is now available to discriminating Advertising Specialty, Goodwill and Premium users. These ethyl cellulose plastic flashlight cases have terrific impact strength—they are non-conductive and meet rigid military requirements.



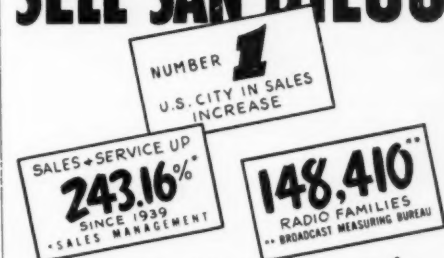
—and look at these features:

- Transparent or lustrous colored case with pleasing warmth of touch.
- Nickel plated, brass, lacquered, perfect parabolic reflectors.
- ON-OFF and signaling switch—always works.
- Colors: red, black, blue, ivory or transparent.

Order from your Specialty Jobber

GITS
Molding Corporation
4600 W. HURON STREET, CHICAGO 44, ILLINOIS
Manufacturers of the famous Gits Flashlights, Knives, Savings Banks, Games, Protect-o-shields, etc.
CANADIAN DISTRIBUTOR:
Kohn, Bald & Laddon, Ltd., 69 York St., Toronto

SELL SAN DIEGO



and sell it best with

KSDJ

CLEAR CHANNEL • 1170 Kilocycles
5000 WATTS



AFFILIATED WITH

CBS

*KSDJ is the broadcasting brother
of San Diego's Great Newspaper
the Daily* **JOURNAL**

Purnell H. Gould, Gen. Manager
Geo. C. Smith, Sales Manager

REPRESENTED NATIONALLY BY
FREE & PETERS

Media and Agency News



FIRST USER . . . California's Governor Earl Warren is one of the first to use *The San Francisco Examiner's* news-catching, radio-telephone equipped automobile.

NEWSPAPERS

The story of a year's consumer preference developments in the Chicago retail food field is told statistically in *The Chicago Times-Northwestern University Pantry Poll No. 4*, just off the press and available without charge to representatives of foods industries and to advertising agencies. Twice the size of previous issues, the current Pantry Poll contains two sections. The first reports the types, amounts and brands of foodstuffs and allied products found in 400 representative Chicago homes in August 1946. This report covers more than 1,600 items in 127 product classifications. The second section contains summaries of all preceding Pantry Polls, tabulated for ready reference. Pantry Poll No. 4 is the first in which data for the same period of the previous year has been available for comparison. The rise and fall of consumer preference for the five leading brands in each classification throughout the past year is traced through comparison of the current survey with Pantry Polls made at four-month intervals since August 1945. Similar comparisons illustrate the changing food shopping habits of Chicago homemakers over the same period. Another new section of the latest survey demonstrates ways of using the market information contained in Pantry Polls to revise distribution or advertising techniques for maximum effectiveness. For this poll, trained investigators

from Northwestern University make actual inventories three times yearly in the pantries of 400 representative families. With the exception of a small, unavoidable percentage of turnover, the same 400 Panel families participate in successive Pantry Polls.



JOHN R. COPELAND new advertising manager of *The Minneapolis Star* and *The Minneapolis Tribune*.

Willis Brown, retail advertising manager of *The Minneapolis Star and Tribune*, is currently conducting a practical training program for the newspaper's retail advertising sales staff with the cooperation of the local retailers. The program consists of tours for the salesmen to local factories accompanied by a retail merchant to give the newspaper advertising salesmen a better knowledge of merchandise and the problems of retailers. The retail advertising staff learns on these tours how merchan-

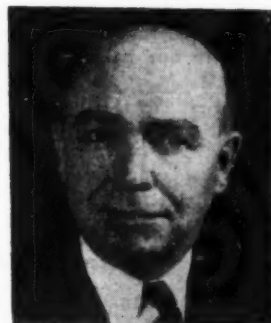
dise is manufactured and is told by the retail merchant who accompanies them the reasons for buying particular merchandise covering such points as style, color and price. The trips so far have included a jewelry manufacturing plant, a wholesale jewelry company, a dress factory and a furniture factory. Future plans for the training program have scheduled a hardware wholesale house and a knit goods manufacturing plant.

After a year's experience with research operating as a part of promotion, the two have been separated by the McClatchy Newspapers and the McClatchy Broadcasting Co. of California. It has been found, the organization reports, that research could prove far more useful to the entire organization as a separate department than as a part of promotion, with some of its time devoted to activities solely of a promotional nature.

The Newark Evening News is now publishing a Sunday edition known as *The Newark Sunday News*. Beginning November 24, the new edition entered publication one week after the last issue of *The Newark Sunday Call*.

MAGAZINES

The Reader's Digest International Edition goes on an interviewing tour into the private lives of typical high, upper, middle, and low income Cuban families in its recently released 16-page "Cuban booklet." Offering pictures, people, survey facts, and statistics, plus eye catching artwork, the book provides helpful information on the economic status of typical Cuban families in addition to delineating the Cuban readership of *Selecciones*, *The Reader's Digest* in Spanish. The findings reported were based on four personal interview sur-



ROBERT T. MESSLER has been appointed circulation director of the Crowell-Collier Publishing Co.

SALES MANAGEMENT

the man who shook hands with himself

The other day we met an old prospect. He was crying. "Well, old timer," we said, "what's that you've got in your hand?"

"My other hand," he replied, shaking it.

It just didn't make sense. But his reason did.

Now, the reason this old WOR prospect was shaking hands with himself—and crying, too—is simple. He once talked us out of selling him a half-hour evening show. He did such a good job of it, that from that day on he began shaking hands with himself. A week later, we went around the corner and sold the same idea to his competitor.

Using no promotion other than WOR, our old prospect's competitor jumped his product list from one to 36. He also showed a 100% sales increase for every year he was on WOR.★

After this, of course, our old prospect began crying. But would he stop shaking hands with himself? Not much. He even asked other people



to shake hands with HIM. That is, people who hadn't used WOR. And he had one heck of a time finding *those*.

This, gentlemen, is a story you might well take to heart.

WOR

—that power-full station

at 1440 Broadway, New York

★ *This is an authentic WOR success story, from our file of more than 100 — perhaps the greatest collection of success stories ever gathered by any one station.*

MUTUAL



IT'S LEGAL . . . Contract signed between Du Mont Television Laboratories, Inc., and Chevrolet Division of General Motors Corp., though principals are 200 miles apart, is made binding by television. Left to right, Samuel H. Cuff, WABD manager; Dr. Allen B. Du Mont, president of the video firm; Win Case, Campbell-Ewald Co.; Leonard F. Cramer, Du Mont vice-president, sign counterpart contract in New York City and see on video screen the same process being executed in Washington, D. C., by Chevrolet representatives.

veys which included a total of 2,927 interviews, conducted for the magazine in Havana, Cuba, by the J. Walter Thompson Co. and tabulated by Daniel Starch and staff. Answering the exporter's usual questions in regard to possessions, average number in families, breakdown among professional and working class groups, the booklet shows "Pablo Gonzales, Cuban, is much the same sort of fellow as Joe Smith, American." Material on similar surveys conducted in Mexico, Argentina and Brazil will soon be forthcoming.

Paul Hunter, publisher of *Liberty*, announces that the magazine will be published every two weeks instead of every week beginning next February 1. After becoming a 26-issue publication, *Liberty* will contain more pages, features, fiction, pictures and articles. One new feature will be the 16-page picture section; another, the resumption of full-length, eight-part serial stories. With the May 10 issue, *Liberty's* circulation guarantee will advance to 1,400,000 with an expected delivery of 1,550,000—an increased of $7\frac{1}{2}\%$.

BUSINESS MAGAZINES

Post Exchange and Ships Service Store announces that the January 1947 issue of the publication will be the "Sixth Annual Directory" number—second peacetime issue of the directory. This directory is distributed to Army and Marine Corps post exchanges, Navy Ship's Service Stores and Veterans' Administration Hospi-

tal PX's throughout the world. Over 1,000 firms were represented in the 1946 Directory and a greater number is expected this year. The Directory is not a separate publication but is the regular January issue of *Post Exchange* expanded to include a 50-page directory of supplies.

Materials & Methods in its November issue names the winners of the 1946 Achievement Awards for outstanding engineering accomplishments in the metalworking industries. Devoted to "... the greatest achievement in applying war-born knowledge of materials and their processing to the manufacture of peacetime goods," the Award entries were judged by a panel of leading industrial men. The first award was won by J. O. Almen, General Motors Corp., Detroit, for the study of pre-stressing of metals and the application of this knowledge to the improved design and longer life of metal parts and structures for



EDWARD J. DeGRAY, newly elected board member of the Southeastern Broadcasting Co.

war and post-war use. Winners of the honorable awards were Jack & Heintz Precision Industries, Inc., Cleveland, Ohio; Haynes Stellite Co., Kokomo, Ind.; Martin Fleischmann, Timken Roller Bearing Co., Canton, Ohio; Sapphire Products Div., Elgin National Watch Co., Elgin, Ill.; Solar Aircraft Co., San Diego, Cal.

Thomas L. Kane, board member of the Chilton Co., is the new publisher of the company's magazine, *The Iron Age*, succeeding John H. Van Deventer. R. M. Gibbs is named new business manager of the publication following the resignation of Charles S. Bauer. Thomas W. Lippert is directing editor.

RADIO

William S. Paley, chairman of the board of the Columbia Broadcasting System, is launching a new series of programs dealing with "Radio and The Public," to be conducted by Lyman Bryson, CBS counsellor of public affairs, over an extended period beginning Sunday, December 1. The new series broadens and expands the



ROBERT E. KINTNER has been elected executive vice-president of the American Broadcasting Co.

thesis of Mr. Paley's recent address before the National Association of Broadcasters convention in Chicago on the broadcaster's responsibility to the public. Mr. Paley will make the introductory remarks on the inaugural program, after which Mr. Bryson will take over with an explanatory discussion leading into the series. Some of the subjects to be discussed during the future programs are: broadcasting as a business in the public interest; engineering structure, divisions of control over broadcast material, audience preferences and devices for audience measurement, the public served by radio, problems of taste in humor, drama and music; source of revenue, kinds of advertis-

SALES MANAGEMENT



You can paint compelling word pictures of your product . . . not by dabs and dabs but with ONE sweeping stroke . . . when you use the coverage brush of The Yankee Network.

It's the kind of coverage that penetrates every part of 24 key markets. In the coming days of keener competition, rapidly increasing self service stores and changes in merchandising, you need the consistent sales appeal provided by the direct impact of Yankee's 24 home-town stations.

Acceptance is THE YANKEE NETWORK'S Foundation

THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System

21 BROOKLINE AVENUE, BOSTON 15, MASSACHUSETTS

Represented Nationally by EDWARD PETRY & CO., INC.

DECEMBER 1, 1946

127

Hommes? 
Femmes? 

You Catch BOTH in the Courier-Express

In 1945, men's apparel stores placed **65.7%** of their advertising in this man's paper.

Among the women's apparel stores **56.6%** of the advertising lineage appeared in this favorite woman's paper.


You can trust the preference of these on-the-scene advertisers to know that in Buffalo

... You Need the

**Buffalo
Courier-Express**

BUFFALO'S ONLY
MORNING & SUNDAY NEWSPAPER

BEST TEST CITY
IN THE MID-WEST



Ad Beyer
SAYS...

Another FIRST for Rockford . . . and what a first!

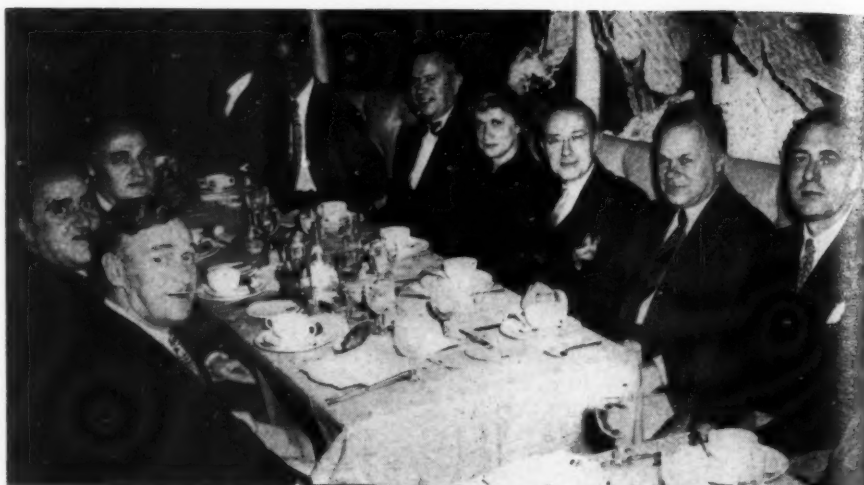
September issue of Illinois Business Review reports retail sales in Rockford up 96 per cent, leading all cities in state by a wide margin in percentage gain.

If you're looking for the hottest sales spot in the middle west, you've found it brother!

ROCKFORD

MORNING STAR
REGISTER-REPUBLIC

111,000
METROPOLITAN POPULATION



AT FIRST SHOWING . . . Color-slide presentation by American Newspaper Advertising Network, Inc., for New York agency executives. Clockwise from top: A. J. Hilton, Donahue & Coe, Inc.; John J. Hagan, Lloyd, Chester & Dillingham, Inc.; Catherine V. Parker, Lennen & Mitchell, Inc.; John F. Mayer, Street & Finney, Inc.; Arthur H. Ude, Lennen & Mitchell, Inc.; James B. Daly, Geyer, Cornell & Newell, Inc.; James Jeffrey, Dancer-Fitzgerald-Sample, Inc.; Robert E. Erath, Kenyon & Eckhardt, Inc.; Harry Parnas, Cecil & Presbrey, Inc.; Joseph A. Burland, Lambert & Feasley, Inc., in New York's Monte Carlo Restaurant.

ing; control over taste and content of advertising; psychology of radio, conception of an idea and its emergence as a program; CBS policy on news broadcasts, problems of information and enlightenment; radio's personnel problems—labor relations and policy. Through this series, CBS announces that it hopes to get the public response and guidance which it needs "to run a business controlled in all its ultimate decisions by the people themselves."

AGENCIES

Recognizing an Achilles heel in many otherwise well integrated advertising campaigns, Will Burgess & Co., New York advertising agency, recently took paid space in *The New York Times* to publicize this weak spot. Advertising through business magazines and direct mail is too often neglected by agencies which "face only consumerward," the firm declares. Too often trade advertising is treated as a "country cousin"—despite surveys showing that \$50,000 to \$150,000 a year advertisers with well balanced appropriations spend an important part of their budgets in advertising to dealers." Many agencies "prefer to have clients handle these phases even though weak or insufficient programs often emerge." The Will Burgess & Co. formula directs attention equally to dealer and consumer campaigns. Further it integrates and coordinates the two campaigns, giving each heightened effectiveness.

A group of returned war veterans

in Philadelphia have formed the Philadelphia Advertising Club of Veterans, which has for its purpose "the bringing together of those veterans of World War II now engaged in selling, creating and producing of advertising matter, for the promotion of good fellowship and advancement both in and out of the field." The organization already has nearly 100 members. Officers are: president, Dana W. Hull, of the sales staff of *Pathfinder Magazine*; vice-president, James Buckley, of the Earle A. Buckley Organization; vice-president, Sam Elber, of Radio Station WIP; treasurer, Joseph Taney, free lance commercial artist; secretary, Fred May, of N. W. Ayer & Son, Inc.

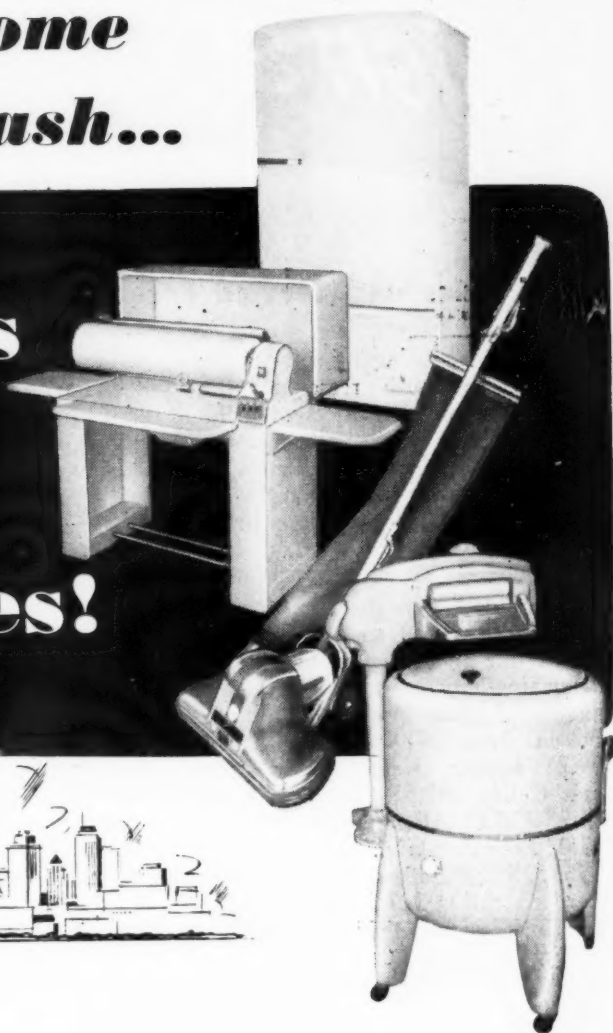
Robert Carley is appointed a vice-president of Cecil & Presbrey, Inc. . . . George E. Kelly, for seven years Parks Director for the Board of County Commissioners of Allegheny County, will join the Pittsburgh office of W. Earl Bothwell as copy chief and account executive. . . . Carl E. Widney, member of the plans board, Maxon, Inc., is elected a vice-president of the agency. . . . Lee Cooley joins McCann-Erickson, Inc., as director of television. . . . James H. Turner is now associated with Ruthrauff & Ryan, Inc., Chicago office.

Buchanan & Co. has made anti-flu shots available to its employees this season. Approximately 80% of the agency's New York City staff have volunteered to receive the shots.

SALES MANAGEMENT

*A warm welcome
backed by cold cash...*

**Post-Towners
will Eat Up
Your Appliances!**

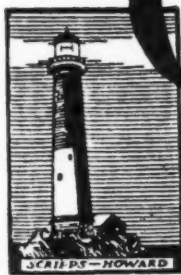


**THE CINCINNATI POST'S
TOTAL CIRCULATION
is now**

155,188

(ABC Publisher's Statement,
September 30, 1946)

The



Cincinnati Post

THE NEWSPAPER FOR ACTIVE CINCINNATIANS

Robert K. Chandler, National Advertising Manager
CINCINNATI 2, OHIO

Represented by the National Advertising Department of Scripps-Howard Newspapers

DECEMBER 1, 1946

129

HIGH SPOT CITIES

Retail Sales and Service Forecast for December, 1946

The Christmas buying splurge this year — what with reasonably fat pocketbooks and high prices—will hit a dollar volume which will make any other December look puny. Stores are expected to really SELL. They want to clear their shelves before prices start down again.

Miami now tops the list of cities in gains over 1939, closely followed by San Jose and Tucson. The fifteen leaders in "city index" are: Miami, Fla., 387.7; San Jose, Calif., 386.5; Tucson, Ariz., 381.4; Fresno, Calif., 369.2; Topeka, Kan., 357.8; Oakland, Calif., 347.5; San Bernadino, Calif., 338.8; Albuquerque, N. M., 337.0; Phoenix, Ariz., 334.9; Ogden, Utah, 333.8; Pasadena, Calif., 329.4; Aberdeen, S. D., 327.3; Spartanburg, S. C., 326.7; Springfield, Mo., 325.6; Wichita, Kan., 325.0.



Sales Management's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank

debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may

be less than that of the Nation. All figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

1. How does the city stand in relation to its 1939 month? If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200 cities.

2. How does the city stand in relation to the Nation? If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

☆ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES
(SM Forecast for December, 1946)

City	Nat'l	\$
Index	Index	Millions

UNITED STATES

230.0	100.0	\$13,450
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Alabama

☆ Birmingham	262.3	114.0	40.75
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(Continued on page 132)

SALES MANAGEMENT

Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where drives should be localized.

As a special Service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.



Hempstead Town and the Nassau Daily Review-Star go together . . . like Christmas and Santa Claus.

And the parallel persists in the year-round bounty Hempstead Town offers advertisers . . . higher income and retail sales per capita, higher percentage of single family homes and owner-occupied dwellings than in any New York State

city of 50,000 population and over* . . . ability to buy and actual buying that add a holiday plus to your everyday potential.

The parallel persists, too, in the Nassau Daily Review-Star . . . only newspaper concentrating its circulation in this prosperous market . . . whose price of 5c a copy assures your message an audience of preferred buyers.

**Hempstead Town, with 280,000 people, has a net income per capita of \$1376; retail sales per capita of \$798; food sales per capita \$279; 79% of all dwellings single family homes; 58.8% of its occupied dwellings owner-occupied. (Population, income, retail sales from Sales Management 1946 Survey of Buying Power; housing, 1940 U. S. Census.)*



NASSAU DAILY REVIEW-STAR

Published daily except Sunday, 5c a copy • HEMPSTEAD TOWN, L. I., N. Y. • Executive Offices: Rockville Centre, N. Y. • National Representatives: Lorenzen & Thompson, Inc. New York, Chicago, St. Louis, San Francisco, Los Angeles, Detroit, Cincinnati, Kansas City, Atlanta.

**First . . . IN THE
MINDS OF DELAWARE
COUNTY RESIDENTS
WHEN THEY WANT TO
BUY OR SELL!**

\$
\$
\$
\$

More than 182,000
Want Ads totaling
1,455,986 lines
were placed in the
CHESTER TIMES in
the last 12 months
. . . concrete evi-
dence to exacting
space buyers that
this home news-
paper of 135,000
readers SELLS!



ALFRED G. HILL, PUBLISHER
C. L. EANES, GENERAL MANAGER
DON MCKAY, LOCAL ADVERTISING MANAGER
Nationally Represented by STORY, BROOKS & FINLEY

In WOONSOCKET

**The PLUS
CITY in
Busy**

**Industrial
New
England***

30% OF WORKERS

In Industrial Plants

**Are Still Buying
U. S. Savings Bonds**

On The Thrifty

**Payroll
Savings Plan**

*** New England Savings
Bond Redemptions 25.22%
Are The Lowest In The
Nation. (U.S. Ave. 31.1%)**

**AN OUTSTANDING RECORD
IN AN OUTSTANDING
MARKET**

**Ask Our National Representatives,
Gilman, Nicoll & Ruthman**

THE WOONSOCKET CALL
AND EVENING REPORTER
Woonsocket Rhode Island

**HIGH
SPOT CITIES**

(Continued from page 130)

**RETAIL SALES AND SERVICES
(SM Forecast for December, 1946)**

	City Index	Nat'l Index	\$ Millions
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Alabama (Cont.)

☆ Mobile	253.7	110.3	15.15
☆ Montgomery	241.6	105.0	10.58

Arizona

☆ Tucson	381.4	165.8	11.85
☆ Phoenix	334.9	145.5	20.25

Arkansas

☆ Fort Smith	280.8	122.0	8.77
☆ Little Rock	230.0	100.0	14.23

California

☆ San Jose	386.5	168.1	19.73
☆ Fresno	369.2	160.5	19.30
☆ Oakland	347.5	151.0	77.35
☆ San Bernardino	338.8	147.2	10.90
☆ Pasadena	329.4	143.3	17.85
☆ Long Beach	321.1	139.6	43.00
☆ San Diego	318.9	138.7	49.50
☆ Berkeley	315.0	137.0	13.65
☆ Los Angeles	314.3	136.7	268.12
☆ Stockton	294.4	128.0	9.91
☆ Santa Barbara	260.5	113.2	9.74
☆ San Francisco	234.6	102.0	106.00
☆ Sacramento	230.2	100.1	20.55

Colorado

☆ Denver	237.1	103.1	56.50
Colorado Springs	229.0	99.6	7.55
☆ Pueblo	211.5	92.0	6.25

Connecticut

Stamford	221.0	96.1	11.50
New Haven	204.6	89.0	28.12
Hartford	204.0	88.8	38.50
Bridgeport	200.3	87.2	27.25
Waterbury	186.8	81.2	13.65

Delaware

Wilmington	213.0	92.6	26.30
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District of Columbia

☆ Washington	230.0	100.0	145.00
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Florida

☆ Miami	387.7	168.5	47.35
☆ Tampa	303.8	137.0	18.65
☆ Jacksonville	259.9	115.6	22.50

Georgia

☆ Columbus	306.0	133.0	8.14
☆ Macon	299.8	130.3	8.60
☆ Savannah	285.2	124.0	12.95
☆ Albany	270.0	117.3	3.41
☆ Augusta	244.2	106.2	8.75
☆ Atlanta	232.1	100.9	62.22

Hawaii

☆ Honolulu	280.0	121.7	55.00
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Idaho

☆ Boise	284.8	123.8	8.85
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**RETAIL SALES AND SERVICES
(SM Forecast for December, 1946)**

City	Nat'l Index	\$ Millions
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Illinois

☆ Rockford	290.8	126.4	13.85
☆ Peoria	235.0	102.2	12.10
☆ Chicago	230.6	100.2	410.00
☆ Springfield	218.5	90.7	10.78
Moline-Rock Island- E. Moline	218.3	90.6	11.65
East St. Louis	203.0	88.3	8.80

Indiana

☆ South Bend	305.0	132.6	18.72
☆ Fort Wayne	273.3	118.8	19.10
☆ Evansville	243.9	106.0	19.25
☆ Gary	237.1	103.2	15.23
☆ Indianapolis	230.1	100.1	59.50
Terre Haute	217.0	94.4	11.83

Iowa

☆ Sioux City	275.9	120.0	14.00
☆ Des Moines	240.2	104.5	29.77
☆ Cedar Rapids	231.1	100.5	11.70
Davenport	229.0	99.6	10.00

Kansas

☆ Topeka	357.8	155.5	12.93
☆ Wichita	325.0	141.4	27.50
☆ Kansas City	283.5	123.2	12.62

Kentucky

☆ Louisville	248.7	108.2	53.00
☆ Lexington	242.0	105.3	11.67

Louisiana

New Orleans	225.2	98.0	55.45
Shreveport	218.9	95.2	15.00

Maine

☆ Bangor	256.0	111.3	7.21
Portland	210.0	91.4	15.25

Maryland

☆ Baltimore	232.5	101.1	143.50
Cumberland	227.1	98.8	8.10

Massachusetts

☆ Holyoke	307.1	133.5	8.33
☆ New Bedford	247.0	107.3	13.45
☆ Fall River	230.0	100.0	12.12
Worcester	218.4	95.0	29.15
Springfield	210.1	91.4	28.00
Lowell	202.9	88.2	7.61
Boston	184.0	80.0	113.50

Michigan

☆ Lansing	273.8	119.2	18.00
☆ Battle Creek	266.1	115.8	11.55
☆ Jackson	264.5	115.0	10.25
☆ Flint	237.6	103.3	27.50
☆ Grand Rapids	236.0	102.5	28.32
☆ Kalamazoo	235.9	102.4	14.50
Detroit	226.8	98.6	125.00
Saginaw	221.3	96.3	13.80
Bay City	214.9	93.5	8.75
Muskegon	195.4	85.0	8.22

Minnesota

☆ Minneapolis	236.0	102.5	81.00
☆ St. Paul	221.2	96.3	48.15
Duluth	206.5	89.8	13.45

Mississippi

☆ Jackson	303.8	132.0	13.35
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Missouri

☆ Springfield	325.6	141.5	8.75
☆ Kansas City	239.9	104.3	72.50
☆ St. Joseph	226.5	98.6	8.22

SALES MANAGEMENT

RETAIL SALES AND SERVICES
(SM Forecast for December, 1946)

	City Index	Nat'l Index	\$ Millions
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Missouri (Cont.)

St. Louis	204.8	89.0	102.50
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Montana

☆ Billings	244.2	106.2	5.18
Great Falls	219.1	95.3	5.50

Nebraska

☆ Omaha	252.0	109.5	33.20
Lincoln	210.3	91.5	10.70

Nevada

☆ Reno	308.2	134.0	9.35
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New Hampshire

Manchester	219.2	95.5	9.93
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New Jersey

☆ Passaic	308.9	134.3	13.15
☆ Paterson	295.4	128.5	28.00
Newark	207.0	90.0	86.25
Camden	204.6	89.0	16.18
Trenton	200.0	87.1	16.95
Jersey City-			
Hoboken	170.6	74.2	31.85

New Mexico

☆ Albuquerque	337.0	146.5	8.64
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New York

☆ Hempstead Tsp.	284.0	123.5	41.15
☆ Binghamton	248.8	108.2	13.68
☆ Schenectady	235.8	102.5	13.30
☆ Niagara Falls	230.0	100.0	10.25
New York	225.2	98.0	780.00
Troy	218.8	95.2	8.25
Rochester	218.4	95.0	46.50
Jamestown	217.7	94.7	5.35
Elmira	210.9	91.7	7.50
Albany	208.1	90.5	18.75
Syracuse	207.0	90.1	28.50
Buffalo	196.6	85.5	63.65
Utica	181.7	79.1	12.00

North Carolina

☆ Durham	311.4	135.4	11.75
☆ Asheville	310.4	135.0	11.30
☆ Charlotte	290.0	126.1	18.75
☆ Winston-Salem	270.0	117.3	10.45
☆ Greensboro	266.9	116.0	10.50
Raleigh	184.5	80.2	6.57

North Dakota

☆ Grand Forks	310.4	135.0	4.60
☆ Fargo	241.8	105.1	6.75

Ohio

☆ Akron	307.3	133.6	43.25
☆ Warren	269.1	117.0	7.03
☆ Dayton	266.0	115.7	41.50
☆ Cleveland	245.2	106.6	140.50
☆ Columbus	242.6	105.5	50.65
☆ Toledo	236.8	102.9	45.00
☆ Zanesville	235.3	102.3	6.55
Canton	227.9	99.1	16.20
Youngstown	219.0	95.2	27.25
Cincinnati	215.0	93.5	80.00
Springfield	213.9	93.1	9.58
Steubenville	191.7	83.4	6.52

Oklahoma

☆ Muskogee	236.0	102.6	6.35
Tulsa	220.7	96.0	26.50
Oklahoma City	220.1	95.8	37.00

Oregon

☆ Salem	303.7	132.0	6.73
☆ Portland	272.6	118.5	68.25

DECEMBER 1, 1946

RETAIL SALES AND SERVICES
(SM Forecast for December, 1946)

	City Index	Nat'l Index	\$ Millions
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Pennsylvania

☆ York	264.5	115.0	10.70
☆ Chester	253.1	111.0	11.48
☆ Erie	246.8	107.2	15.30
☆ Altoona	242.7	105.5	10.35
Allentown	224.0	97.4	14.75
Wilkes-Barre	220.1	95.7	11.50
Lancaster	219.8	95.6	11.29
Pittsburgh	212.8	92.5	106.00
Philadelphia	207.5	90.3	225.00
Johnstown	207.0	90.0	10.17
Harrisburg	205.9	89.5	14.35
Williamsport	199.4	86.7	6.25
Scranton	185.7	80.8	14.08
Reading	180.0	78.3	14.50

Rhode Island

Woonsocket	227.2	98.8	7.60
Providence	215.8	93.8	51.00

South Carolina

☆ Spartanburg	326.7	142.0	8.50
☆ Greenville	299.4	130.2	10.60
☆ Charleston	271.6	118.1	11.35
☆ Columbia	258.3	112.4	11.06

South Dakota

☆ Aberdeen	327.3	142.3	2.75
☆ Sioux Falls	273.6	118.5	9.55

Tennessee

☆ Knoxville	304.0	132.1	19.80
☆ Nashville	265.2	115.3	24.05
☆ Memphis	262.1	114.0	46.00
☆ Chattanooga	243.3	105.8	17.75

Texas

☆ Waco	299.1	130.1	8.10
☆ El Paso	295.5	128.5	12.04
☆ San Antonio	290.9	126.5	29.13
☆ Fort Worth	290.7	126.4	29.50
☆ Houston	287.4	125.0	72.10
☆ Dallas	282.8	123.0	65.00
☆ Amarillo	271.4	118.0	7.62

RETAIL SALES AND SERVICES
(SM Forecast for December, 1946)

	City Index	Nat'l Index	\$ Millions
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Texas (Cont.)

☆ Corpus Christi	269.6	117.2	10.00
☆ Wichita Falls	267.3	116.2	6.75
☆ Beaumont	257.4	112.0	9.15
☆ Austin	257.3	111.9	10.20
Galveston	205.6	89.4	7.08

Utah

☆ Ogden	333.8	145.0	10.57
Salt Lake City	226.6	98.6	29.25

Vermont

Burlington	209.1	91.0	5.30
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Virginia

☆ Portsmouth	288.3	125.3	8.65
☆ Norfolk	275.0	119.5	25.18
☆ Richmond	242.8	105.5	38.27
☆ Newport News	241.6	105.0	8.40
☆ Roanoke	231.4	100.7	9.95
Lynchburg	201.1	88.2	8.05

Washington

☆ Tacoma	302.5	131.5	27.25
☆ Seattle	272.8	118.5	86.50
☆ Spokane	252.3	109.7	26.00

West Virginia

☆ Huntington	250.0	108.7	11.07
Charleston	227.8	99.0	13.75
Wheeling	172.4	75.0	9.54

Wisconsin

☆ Milwaukee	270.1	117.6	83.50
☆ Madison	257.1	111.9	12.25
☆ Green Bay	256.8	111.5	8.35
☆ Sheboygan	253.7	110.2	5.93
☆ LaCrosse	246.5	107.2	6.46
☆ Superior	245.9	106.9	4.30
☆ Manitowoc	236.0	102.5	4.40

Wyoming

☆ Cheyenne	267.1	116.1	4.45
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...IS FOR KNOXVILLE

... and Knoxville is fast becoming one of the South's major markets. Alcoa, Carbide & Carbon Chemicals Corp., Tennessee Eastman, Monsanto, Rohm & Haas, The Tennessee Valley Authority ... all these payrolls and many more combine to give the Knoxville Market its great buying power.

WROL
KNOXVILLE

NBC For East Tennessee • John Blair & Co., Rep.

SALES EXECUTIVE AVAILABLE

18 years sales and sales management experience backed by 9 years of machine shop production experience and management, and 3 years on Industrial Building contracting and purchasing.

Versed in Distributor and Direct Selling.

Graduate Engineer—knows the tie-in between Engineering, Purchasing — Production and Sales.

Rugged—health of the best—and a will to work which will be essential in most industries in the years to come.

Salary requirements \$12,000. Available Feb. 1st.

Box 2378, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

SALES EXECUTIVE

Top flight sales manager with proven executive ability to direct sales of nationally advertised packaged paper products sold to Drug, Grocery, Variety and Department Store outlets. Exceptional opportunity. Good Salary. Write full details of experience. Box 2377, Sales Management, 386 Fourth Ave., New York 16, N. Y.

EFFICIENT SALES and ADVERTISING MANAGERS, SALESMEN

and their supporting staffs are constantly being furnished to leading National Advertisers and their Advertising Agencies by

The EXECUTIVE SERVICE CORP.

(Agency)
19 West 44th St., New York 18, N. Y.
Telephone MUrray Hill 2-4000
Our 28th Year

Manufacturer's Representative Architectural Contact

Connection desired as manufacturer's representative or distributor for company in quality building specialties field seeking experienced representation throughout Greater New York City territory. 20 years background presenting fireproof building specialties to architects, general contractors and dealers in this area. Box 2376, Sales Management, 386 Fourth Ave., New York 16, N. Y.

EXECUTIVE AVAILABLE

Good background in national organization handling sales, credits, collections, finances, office management, etc. Mature; accustomed to responsibilities. Sketch of business background sent without obligation. Box 2372, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

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KNX (Los Angeles)	6-7		
KSDJ (San Diego)	123		
The Lawrence Eagle-Tribune.....	68		
Lehigh Warehouse & Transportation Co.	54		
Locally Edited Sunday Magazines...	55		
Long Beach Press-Telegram	70		
Look	102		
Luxor Leathercraft Corp.	121		
Macfadden Women's Group	79		
McClatchy Newspapers	59		
The Meyercord Co.	18		
The Minneapolis Star and Tribune. 86			
Motor Age	122		
Nassau Daily Review-Star	131		
National Blank Book Company	88		
New York Herald Tribune	82		

Young man, 35, white, married 9 years, owns home in Northern N. J. Ten years sales engineering, two years production engineering and management, two years test and project engineering and supervision. Has inventive talent and is interested in basic material (fabricated or otherwise) that can be sold by intelligent analysis and constructive suggestions. Familiar with ferrous and nonferrous metals, fibre, phenolics, compressed gases. Well known in Metropolitan New York and New Jersey, and N. E. Pennsylvania; also knows New England. Soliciting one to four reputable industrials and wishes to investigate, select and familiarize self with product or products by February. Expected earnings \$7500.00 year—either commission, salary-incentive or salary. Box 2380, Sales Management, 386 Fourth Ave., New York 16, N. Y.



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COMMENT

FEELING THE PUBLIC PULSE

For the first time in many years manufacturers seem to be getting off the hook in the estimation of the public. All through the war years when public polls were taken in which people were asked who was most capable of reconverting to peacetime prosperity, manufacturers ranked well down the scale behind Government. But it seems to be different today.

On October 29, Dr. Henry C. Link of The Psychological Corp., who has made many of these studies for the Association of National Advertisers and other organizations, released the results of a poll in which a nation-wide cross-section was asked (during October) the question, "Which is most to blame for the shortages of automobiles, refrigerators and other goods like these: the labor unions, the manufacturers, the OPA and other Government bureaus, or others?"

Responsibility is with OPA and other Government bureaus say 37%, with labor unions say 32%, with manufacturers say 14%. The other 27% either mentioned all three, or others, or didn't have an opinion.

Polls like these, coupled with the Republican landslide, may give some brass hats the idea that they have a mandate to smash unions. Enlightened management leaders, on the other hand, want some revisions of present labor laws but they don't want an anti-labor law so vicious that it might at sometime drive labor to use its trump card—the general strike. These men know that they have to live with labor and that labor is their biggest customer. As President William E. Knox of Westinghouse International puts it, "you can't sell things to poor houses."

And when the anti-labor extremists get together to map out their anti-union plan, they should stake out a spot in the middle of a desert. Shortly after the November elections a group held what it thought was a confidential meeting at the Waldorf-Astoria hotel to crow about the election results and to discuss anti-union plans. The next morning the Communist *Daily Worker* in New York carried a full account of who was there and what was said. They had overlooked the fact that waiters, busboys, and captains could overhear what was being said and that not all of them were in their camp.

MR. PATMAN WILL PLUG A LOOPHOLE:

There seems to be a real basis in fact for the reports in Washington that Representative Patman will introduce a bill to plug loopholes in the Robinson-Patman Act when the new Congress convenes, and that he will vociferously demand an investigation of current practices and a more stringent enforcement policy. Just the other day a subscriber called up to ask whether he could be held liable for lawless acts performed by his predecessor. He said that he found the division had been breaking the Robinson-Patman Act right and left by offering advertising allowances and displays to certain customers while withholding them from other customers in the same territory who bought an equal amount.

With advertisers looking forward to a period of highly competitive selling, more and more thought is going to

be given to encouraging dealers to do local advertising and to make store tie-ups. Many cooperative deals will be cooked up. Don't forget that Representative Patman is a good investigator and a hard fighter, that he has always considered himself the guardian angel of small business, that he feels the present law is being evaded through secret understandings between certain large buyers and large sellers. He wants all discrimination in prices, terms and services prohibited. This might be a good time to review carefully the Robinson-Patman Act.

Speaking of advertising, the Brand Names Foundation has released the results of a new survey of public attitude which shows that 45% of the public discount advertising slightly, 28% considerably and 10% completely. Of course no one can discount advertising completely but some people think they can.

It is interesting to find in the Brand Names report that three-fifths of those whose faith in advertising has been lessened came to that point of view through influences quite apart from advertising itself. They are people who believe that all corporations are selfish and don't care about the consumers' interest, or they discount advertising because of bad things they've heard about it. The other two-fifths of those who think less of advertising say that it's less plausible than it used to be.

Still another blow at advertising will be struck if Representative Patman digs up a lot of evidence to strengthen his point that advertising tends to be monopolistic—that it favors the big company as against the small. Many firms meet the demands of the Robinson-Patman Act by making sure that the offer, such as a cooperative advertising deal, is made to all customers, regardless of size. Experience proves that practically none of the small fry will accept the offer.

A SALESMAN SPEAKS

A salesman down in Kentucky is sorely puzzled, and he brings up a point which may be perfectly clear to sales executives but apparently it hasn't gotten over to the men in the field. He writes: "I read and hear a lot about good salesmen going into a territory and increasing business by 50% or 100%, which puts me to thinking how can a salesman go into a given town and by his own individual efforts change the buying and using habits of a large number of people in that town whom he has never seen and who never saw him? If it can be done, what is the formula? What relation does a salesman's efforts in a given territory have on the buying habits of that particular territory? I have been in the selling game 10 years and I still can't figure it out."

Silly question? Not to this salesman and to many others, for his name is legion. Since receiving his letter a few weeks ago we have shown it to a number of salesmen in various lines and none of them found it the least bit silly. It all goes to prove, we feel, that increased sales quotas are seldom explained with sufficient detail and clarity so that they make sense to the man in the field. More attention should be given to explaining *how* big increases are to be made, such as what the salesman can do that he hasn't done before and why a community has the latent ability to absorb so much more of the company's merchandise than it ever absorbed in the past.

SALES MANAGEMENT